Where Library History Meets the Future: Proceedings of the 43rd Annual Military Librarians Workshop

Special Libraries Association, Military Librarians Division
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Abstract

Where Library History Meets the Future is the theme of the 1999 Military Librarians Workshop held in Williamsburg, Virginia; it is hosted by the United States Army Training and Doctrine Command. The theme is selected by the organizers of the conference and adopted by the Military Librarians Program Committee for three obvious reasons. They all deal with time. Firstly, being the end of a century and a millennium influences the topic significantly. The exciting prospect of a new century as well as the dawn of a new millennium looms ahead. The future, therefore, is utmost in the minds of the organizers. Secondly, the location of the conference, in Williamsburg, Virginia, is not far from Jamestown, the first permanent English settlement in North America. Wlliamsburg itself is awash in early American history and the hotel; the Williamsburg Hospitality House is within easy walking distance of most activities and buildings of historic Colonial Williamsburg. Lastly, libraries and librarianship are at a time in their evolution that propels them forward. Libraries, becoming increasingly digital, may become more than they ever were, reaching far more patrons with more diverse and specific information needs than every before in history. The library profession, therefore, is equally at a crucial time. Librarians, armed with professional information skills and abilities, are in a position to optimize their information skills in ways imagined and unimagined. Thus, it appears appropriate and admirable to select a topic that honors the professions history and engages our imaginations to dare to be more than we thought we could be. To this end, the program of the conference included programs on history, sessions on state-of-the-art services, and workshops that emphasized what the future might bring. All of this was tackled with a sense of respect and a sense of humor by the organizers. The organizers wanted sessions that were thought provoking, but practical. Hence the security on Internet workshop taught by one of the worlds leading Internet experts. The organizers wanted a time for networking with people and socializing with colleagues. Hence, the Holiday party held on Tuesday night. Lastly, the organizers wanted a time for laughter so that we might not, in the end, take ourselves far too seriously and oversee the humor in our ever-changing profession.

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INTRODUCTION

"Where Library History Meets the Future" is the theme of the 1999 Military Librarians Workshop held in Williamsburg, Virginia; it is hosted by the United States Army Training and Doctrine Command. The theme is selected by the organizers of the conference and adopted by the Military Librarians Program Committee for three obvious reasons. They all deal with time.

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Where History Meets the Future
Susan DiMattia
President, Special Libraries Association

Holiday season in Williamsburg—what a perfect setting for this very appropriate theme, "Where History Meets the Future." The values, traditions, courage, and pride of the past are still valid on the eve of the new millennium.

When I told my colleague John Berry that I was coming to this conference, and gave him the theme title, he said, "That's easy. The future of libraries is in the past." He always did outdo me as the master of succinct statement

He began to reflect on what military librarians meant to him, as a raw recruit, away from home and in the confines of basic training. "The post library was an oasis in a military dessert," he declared. He was stationed at Ft. Dix and Ft. Bragg. The base library was the closest thing to home, he said. "As a new inductee, I could escape the regimentation and spend some intellectual time. Post librarians helped inform and enlighten me. They softened the blow."

I suspect the professional lives and aspirations of military librarians today, 45 years later, are quite different. But maybe we need to tuck the image of John Berry as a young soldier into our minds as we consider the future.

Is the future based on technology? Probably, to a large extent. But don't forget the human side. In 1982, before there was the Internet and the World Wide Web, John Naisbitt wrote *Megatrends*, and one of his ten trends for the future was "High Tech—High Touch." That focus on people continues to be a strong theme in business and technology literature.

But who do we trust to give us predictions? There are more predictions than usual out there this year because of the new century (whether it is the new millennium, I won't try to answer). Y2K—will the predictions of either side of the extreme come true? – or will it be somewhere down the middle? That is the trouble with forecasts and futurists. You have to know and understand the background on which they base their predictions. And you have to recognize that only a small percentage of them will even come close to the reality. With that in mind, let's spend the next few minutes looking at some predictions THEN deciding which ones to make part of our own view of the future.

The cover story in *Business Week*, Aug. 30, 1999, was " 21 Ideas for the 21st Century." The magazine's editors explained, "Like Space Age enthusiasts of 30 years ago, forecasters who extrapolate from today inevitably get tomorrow wrong." How to overcome that problem? Pit multiple scenarios against one another, they suggest, leave many   doors open, to prepare for an

inherently unpredictable future—the more possibilities you entertain, the less likely you are to be blindsided. Futurists can't tell you what WILL happen, but they can suggest what MIGHT happen. With the advent of technology, the possibilities, or scenarios, multiply. There are no "one size fits all" answers

Forbes, one year ago, featured a list of 10 "tea leaves"—predictions from major futurists. Many were not revolutionary, and have actually emerged already. For example: ECONOMY—good times ahead, a "long boom;" WORK FORCE—smarter, younger, more productive, increased mobility, self-reliance, and technical savvy; COMPUTERS—flat demand for the workplace, increasing use in the home; TELECOMMUNICATIONS—revolution accelerates; SOFTWARE—Microsoft dismantled (because of too-generous options program, not legal issues) and five "BabySofts" in its place. Here's the most off-base prediction: ENVIRONMENT—FAXES have replaced the need for gas-guzzling FedEx deliveries, so environmentalism may die out by the year 2020! So, if the expert futurists selected by *Forbes* can't do any better than this, don't be afraid to try a little predicting of your own.

Shortly before leaving my office yesterday, I unpacked a review copy of a new book, *The Social Life of Information* by John Seely Brown and Paul Duguid, from Harvard Business School Press. It begins, "The way forward is paradoxically not to look ahead, but to look around." It continues, "To see the future we can build with information technology, we must look beyond mere information to the social context that creates and gives meaning to it. For years, pundits have predicted that information technology will obliterate the need for everything from travel to supermarkets to business organizations to social life itself. They have heralded the coming of the virtual office, digital butlers, electronic libraries, and virtual universities. Beaten down by info-glut and exasperated by computer systems fraught with software crashes, viruses, and unintelligible error messages, individual users tend to wax less enthusiastic about technological predictions. Amid the hype and the never-narrowing gap between promise and performance, they find it hard to get a vision of true potential of the digital revolution." We need to get beyond the tunnel vision that information technology breeds—where we become focused on where we think we should be—and look beyond our obsession with information, according to Brown and Duguid.

The editors of *Fast Company*, Sept. 1999, asked 21 "Thought Leaders" to offer one idea each to prepare us for the 21st Century. The introduction to the article suggested, "Don't predict the future; create your own."

Peter Drucker's advice? Develop Parallel Careers. People will outlive the organizations they work for, he explained. As we live longer, we'll become too good at what we do. Work that was challenging in the beginning may feel dull

by our 50s, but we'll still have 20 years more to our careers. Demographics will be the dominant factor for business in the next 20 years, Drucker says, because the population of the major industrial countries is shrinking. He says it is because young people can't "bear the increasing burden of supporting a growing population of older, non-working people." They cut back by having fewer children. Result? Retirement age will go up and economic growth will no longer come from putting more people to work or from greater consumer demand. Increase in productivity is the only answer. There will be no dominant world economic power, because populations will be too small to sustain that role. Technology and training methods will negate any competitive advantage dominant nations have had, other than the knowledge workers they will continue to be strong in. The world economy will be in turbulence, Drucker predicts.

"The information needs of businesses and of executives are likely to change rapidly," Drucker continues. "We have concentrated these past years on improving traditional information, which is almost exclusively information about what goes on inside an organization. Accounting, the traditional information system and the one on which most executives still depend, records what happens within the firm. All recent changes and improvements in accounting— such as activity-based accounting, the executive scorecard, and economic value analysis—still aim at providing better information about events inside the company.... approximately 90 percent or more of the data any organization collects is information about inside events."

"Increasingly, a winning strategy will demand information about events and conditions outside the institution; non-customers, technologies other than those currently used by the firm and its present competitors, markets not presently served, and so on," according to Drucker. "Only with this information can a business decide how to allocate its knowledge resources to produce the highest yield. Only with such information can a business also prepare for new changes and challenges arising from sudden shifts in the world economy and in the nature and the content of knowledge itself. The development of rigorous methods for gathering and analyzing outside information will increasingly become a major challenge for businesses and for information experts."

Drucker opens a wide door for the viability of libraries of the future to manage all of that essential information.

Another of the 21 thought leaders in *Fast Company* is Anita Roddick, founder, The Body Shop. She looks at the human side. "There is a terrible sense of isolation in the world today." Forget selling on the Internet, she says. Direct selling, in people's kitchens, could be huge in the future, because it builds community.

In *Library Journal*'s virtual library study earlier this year ("Virtual Libraries: Meeting the Corporate Challenge," March 1, 1999) users regret the loss of thinking/meeting space. At the SLA annual meeting in June, keynoter Larry Prusak talked about a discussion with engineers at Ford—on whether to close a library in their department. We'll leave the company, they said, not just because we go to the library to get information, but we go to exchange knowledge. There's the "high tech—high touch" concept again.

"People learn through stories from each other," Prusak said. "If you have to use technology, use it to help people connect. Nothing happens without passion. We pick up cues from each other, but not through e-mail." He continued, "It's convenient to have everything online, but it doesn't make me smarter or more productive." Why are airplanes full even though we have the capability to conduct business virtually? Because we need to be face-to-face to develop trust and make decisions, Prusak believes.

Micho Kaku, professor of theoretical physics, City College of NY, also in the *Fast Company* article, predicts that Silicon Valley will be the "Rust Belt" of the new economy. Jobs there will be good for another 20 years. Jobs that survive will build on common sense and real vision –traits that computers don't have. (Do librarians have them?)

Every year, Bain and Company, a Boston consulting firm, does a survey of the use of, and satisfaction with, top management "tools"—strategic planning came out on top in both use and satisfaction in the most recent survey. It's been around, in several forms, for years. Scenario planning is an outgrowth. It is the "what if" game of planning—it doesn't predict or shape, but develops a preparedness to respond to events and conditions.

Future mapping, an extension of scenario planning, is an exercise I went through recently. It involves actively planning to get to the best possible future. It is not a forecast. You look at what you think will happen in technology, economy/industry, job market, etc. You create a list of the things you think may happen then evaluate them according to which MUST happen and which MUST NOT happen, then create a plan to achieve the best outcome.

The important thing in all successful scenario planning, future mapping, or other predicting exercises is to reach your personal level of discomfort. If you're not uneasy, you're not taking enough risk. Challenge all of your assumptions. Don't let one go unexamined. From such a stretch will come your ideal library future. What is your "stretch wish" for the future?

Jim Williams, dean of libraries, University of Colorado at Boulder, in *Educom*

Review, July/Aug. 1999 looked at the future of libraries and librarians. It is an exciting and transformative time, he said—an information concourse: "a place where you get the information you need on site, or through gateways to any information destination on the globe. Libraries are going to be much more engaged, regardless of type, in the process of teaching people to think critically about the information they have retrieved. And, librarians, in addition to being a very highly regarded group of professionals, will increasingly have a background in a particular discipline beyond librarianship." He says that if the Internet "continues to be analogous to drinking from a fire hydrant," we will see library web pages providing critical reviews and "sifting mechanisms." He says library school deans are listening when employers describe what types of training they are looking for in new hires.

Margaret Wheatley, speaking at the Texas Library Association, spring 1999, said there is a sense of urgency to "reweave the world." Librarians are carriers of a new story to be told, she said, and that story is that there is no substitute for human relations. It's not about technology or science, but it's about US. Recall the dream you had when you chose to be a librarian, she said. It was not about neatness, cataloging skills, or administrative policies. But it was because you wanted to make a difference and do good. Organizations that are overburdened with bureaucracy, technology, and struggles, inhibit us from reaching our dreams. People don't join an organization to accomplish less. The belief that technology will solve all problems will destroy us. She launched into a discussion of Knowledge Management. There are strange metaphors in the KM lexicon, Wheatley said, but where are WE--the human factor? In KM, it's a challenge to get Knowledge out of the heads of people and store it, as if Knowledge is a thing that is removable from one individual to give to another. People don't share what they know unless they're in a relationship. If I care about you, I'll share, she said. "All of life is relational…. Knowledge comes from relationships…. If there is no relationship, there is no learning." Because we worship science, we are mesmerized by technology. "Your dream of opening others to knowledge needs to be voiced. You can't sit back and give up the dream…. We don't have to accept the tyranny of technology…. Push back and have confidence in what you know." She concluded, "You are the people I need to reclaim the wholeness of the world."

The "Everything is free on the Internet" syndrome—overcome it by constant communication; collect anecdotes, not from other librarians, but from managers and people your managers will listen to and respect. Part of our vision for the future has to be a change in perception, because perception is reality. Library closings during 1999 were done because of a perception of cost savings. We need to do a better selling job to alter the perceptions in our favor. We need to create concrete examples that disprove the misperceptions.

In my inaugural speech at the SLA Annual Conference in Minneapolis in June, I challenged people to "Create a Value Proposition" for libraries by focusing on the "7Cs—Competencies, Communication, Creativity, Collaborations, Culture, Cheering, and Chutzpah. Human content/contact are paramount in all of these, and in achieving our goals.

The "Competencies for Special Librarians in the 21st Century," a document produced by an SLA committee four years ago, represents a valuable "C" word in our collective lexicon. A public statement of our **competencies**, and our adherence to them, will not, alone, ensure that the world understands the value of special librarians.

Competencies without **communication** do not have an impact. We need to create compelling ways to communicate the value of the special librarian.

Creativity is a skill that is often conditioned out of us by the time we reach adulthood. In kindergarten, we learn to color everything the appropriate color, and stay within the lines, if we want the teacher's approval, and a gold star. It's time to forget about winning gold stars and to concentrate on creating new, unexpected ways of approaching the issues we face.

Correlation, the art of making connections and building interdependence, is another valuable "C." As we connect with other organizations and with each other, sharing mutual experiences will help us identify the most effective means of reaching the goal of communicating a strong sense of our value.

Culture makes SLA unique. In the 1997 book, *The Leadership Engine,* (HarperCollins) co-authors Noel Tichy and Eli Cohen talk about the "teachable point of view." It is defined as a statement of what a person knows and believes about what it takes to succeed. The teachable point of view creates the culture of an organization and flows from leaders as teachers to their students, who, in turn, become teachers, by sharing their personal teachable points of view. As we all share points of view with each other, we will have better tools for success and will strengthen our profession's culture.

Cheering is a "C" word that we too often forget to employ. There are hundreds of us winning little victories every day, but the cheers are hard to hear. Celebrate the victories, then pass the word along so that the rest of us can share the lessons represented by your accomplishments, learn from them, and make a loud enough noise to be heard by those who need to understand what we are all about.

Chutzpah is a wonderful Yiddish expression that describes someone with guts, determination, audacity, and an in-your-face attitude toward action. Someone with chutzpah will not hesitate to blow her own horn, to display pride in a job

well done, and to revel in the cheers of others. I challenge you to practice, and to add chutzpah to your toolkit of competencies.

What will your map to the future look like? It's up to you.
>It's different from mine
>Check it at every turn to be sure it's still viable

Art Linkletter's philosophy was, "Things turn out best for the people who make the best of the way things turn out."

Prusak's final advice at SLA in June—"Don't stick with library science stuff, but understand how your organization will be working in the 21st century. Read science and economics."

I agree. Read, absorb, analyze. Do personal competitive intelligence—take a fact; analyze what it means to you, your organization, your profession, in 2-5 years. Share it with someone. Act on it.

Nicholas Negroponte, "digital guru," once said, "The simplest technology that gives me the greatest pleasure is a coat hook in the right place at the right time."

P.J. O'Rourke, humorist, gives his perspective of the importance of technology development. "When you had to carve things in stone, you got the Ten Commandments. When things had to be written with a goose quill and you had to boil blood or whatever to make ink, you got Shakespeare. When you went over to the steel pen and manufactured inks, you got Henry James. You get to the typewriter, you get Jack Kerouac. When you get down to the word processor, you get me. So improvement in the technology of writing hasn't improved writing itself, as far as I can tell." Once again, it's the people behind the technology who make the real difference.

Kevin Kelly, Executive Editor, *Wired* magazine, said "Every invention begins…as an idea first. While technology is brought to life by the work of our hands, it is essentially the mind made visible."

That brings us back to the old adage, "If you can think it, you can do it." What can you think as the future of your library or your profession?

Our goal has to be to take what is best from the past into the future. Share with me and with each other those things that you believe are essential to our successful future, as a profession, and as individuals. Remember the communications, culture, cheering—but most of all, remember the chutzpah. The future is waiting for us to make it our own.

GETTYSBURG

53d Georgia Infantry

72d Pennsylvania Infantry

1863

THE PRELUDE

- **Antietam - Sep 1862**

- **Fredericksburg - Dec 1862**

- **Chancellorsville - May 1863**

THE CONFEDERATE COMMANDER

Robert E. Lee
"Marse Robert"

LEE'S LIEUTENANTS

12

James Longstreet
"Old Pete"

Richard S. Ewell
"Old Baldy"

LEE'S LIEUTENANTS

John Bell Hood

George Pickett

THE UNION COMMANDER

George C. Meade
"Old Snapping Turtle"

14

MEADE'S LIEUTENANTS

Winfield S. Hancock
"Hancock the Superb"

Daniel E. Sickles

MEADE'S LIEUTENANTS

Gouvernor K. Warren
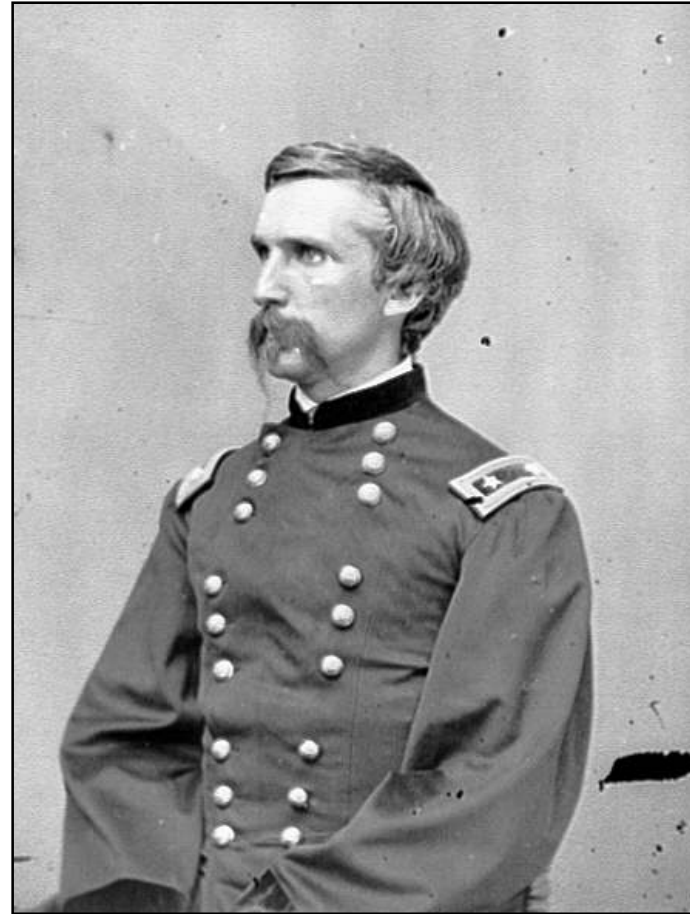
Joshua Chamberlain
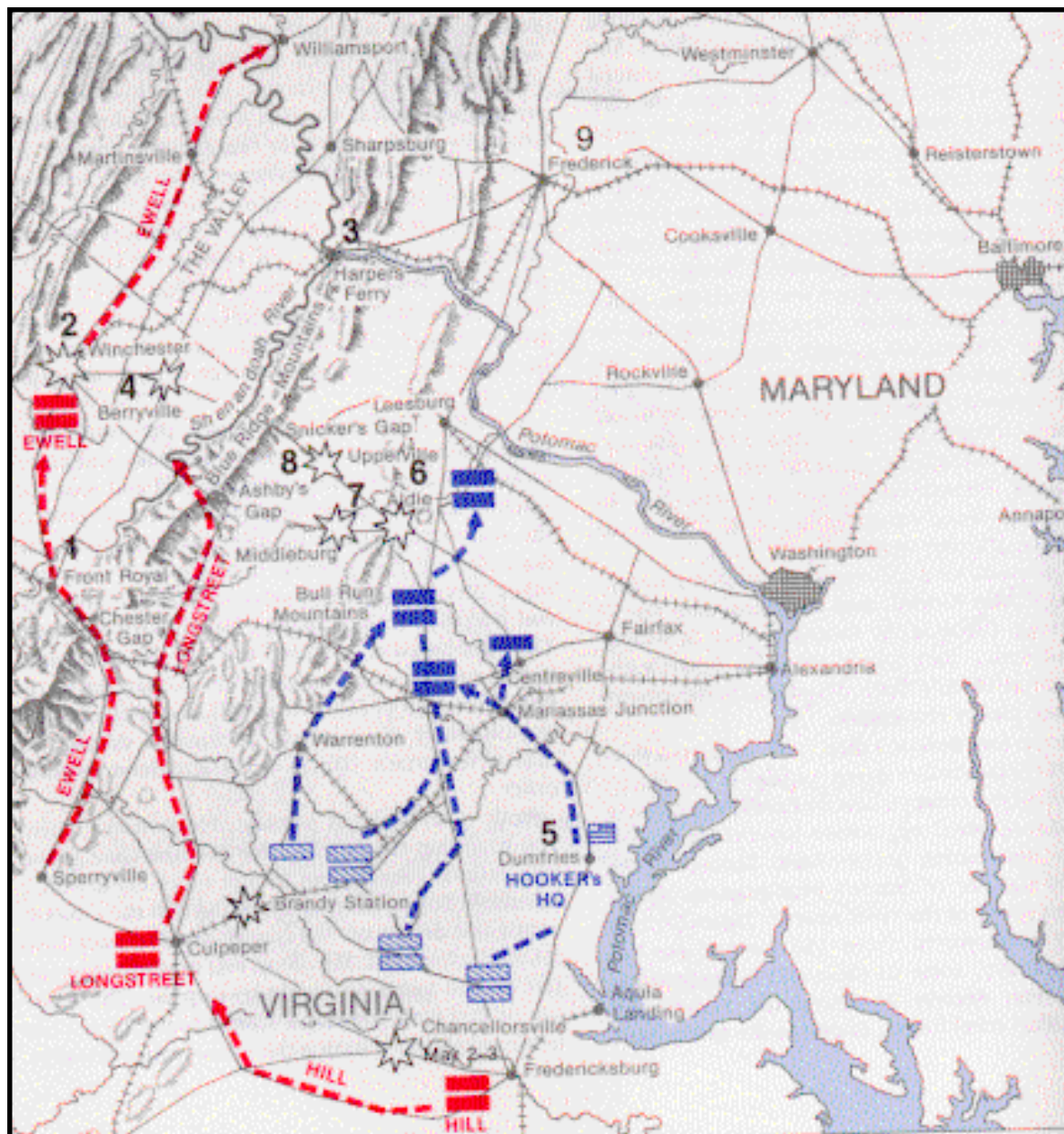
The Valley

10- 28 June, 1863

17
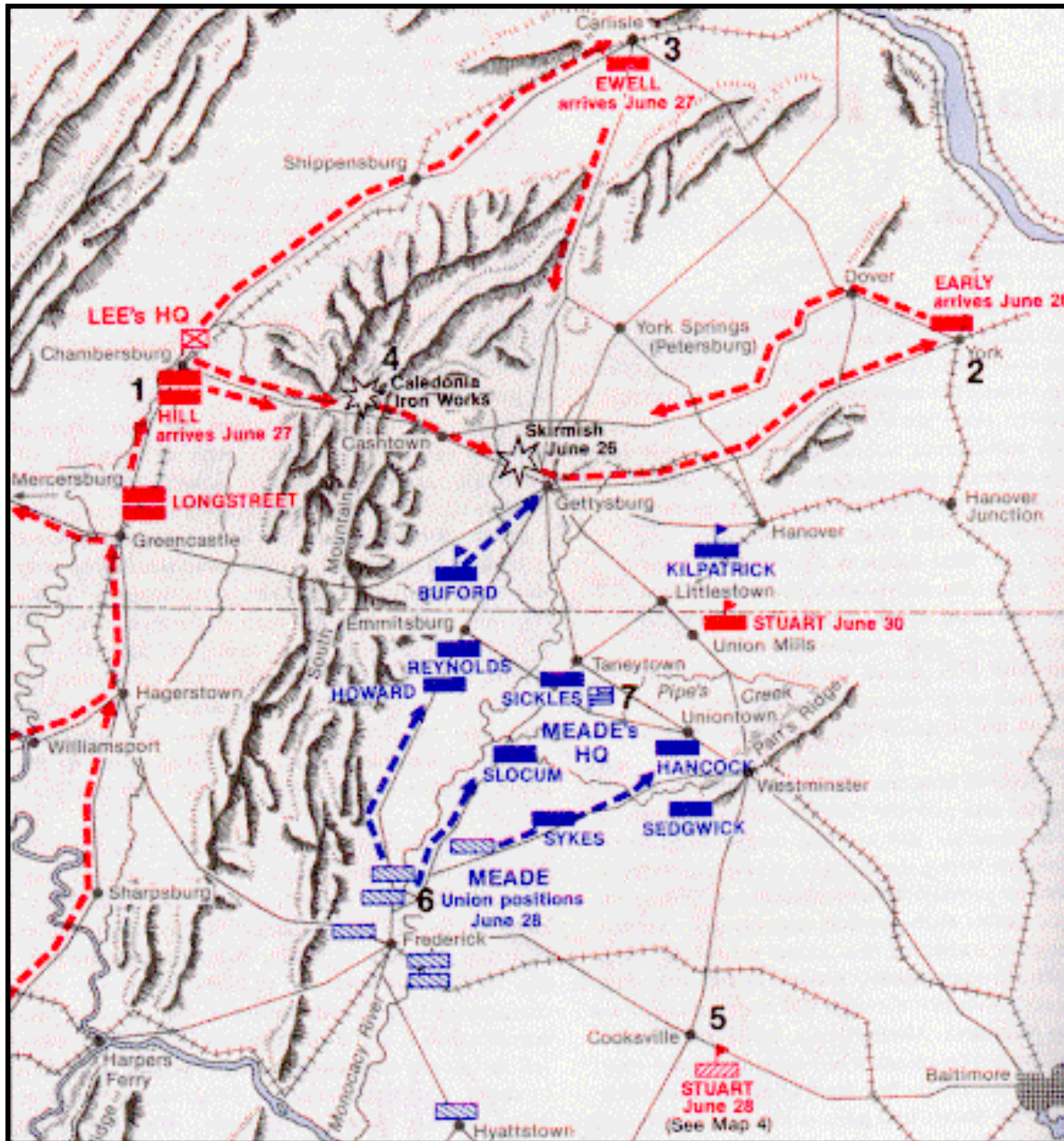
George G. Meade

The Invasion
of Pennsylvania
24 - 28 June, 1863
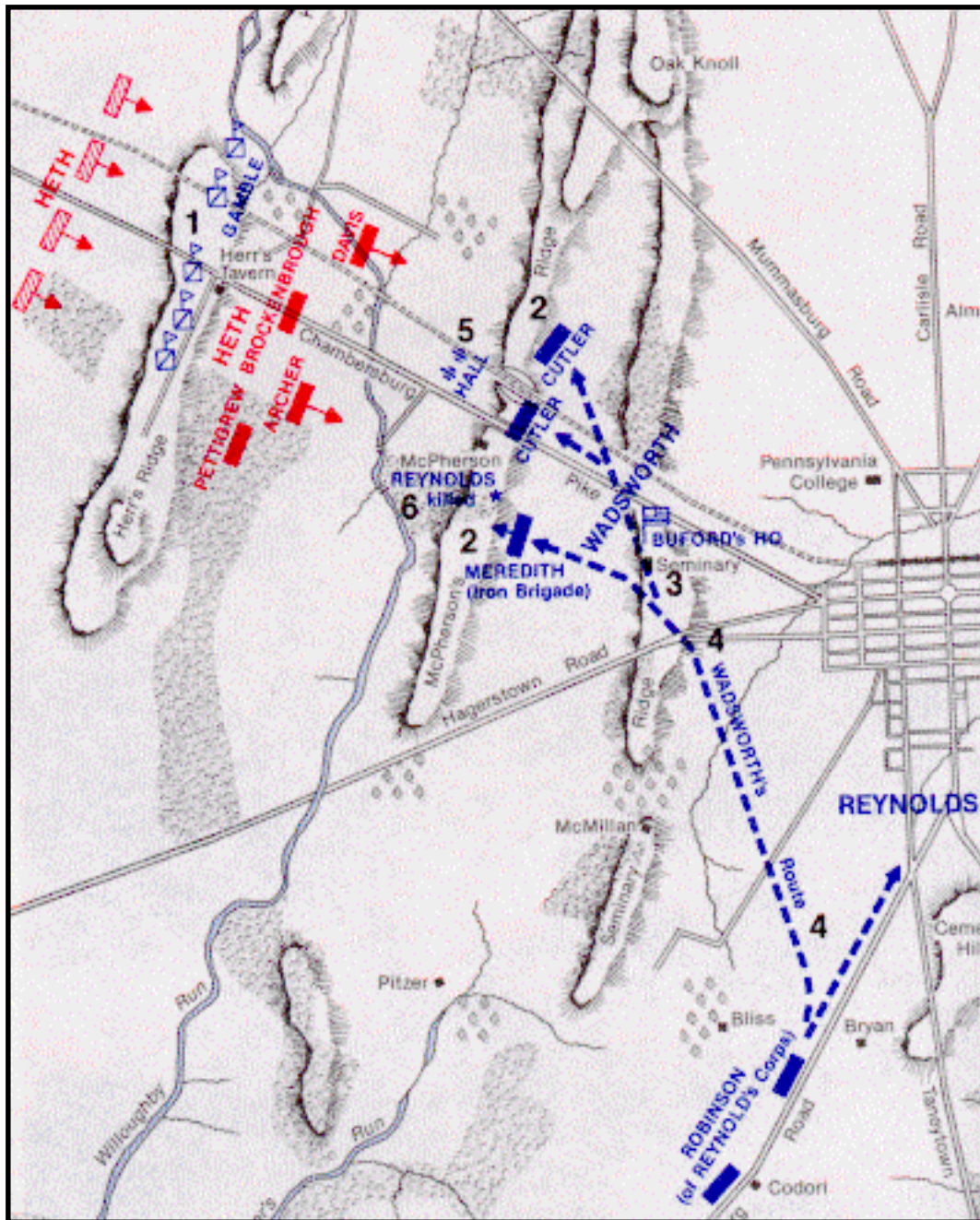
John Buford

McPherson's Ridge
0500 - 1015 hrs
1 July, 1863

HETH

GAMBLE

BROCKENBROUGH

DAVIS

HETH

PETTIGREW

ARCHER

Herr's Tavern

Chambersburg

HALL

CUTLER

CUTLER

Oak Knoll

Ridge

Mummasburg Road

Carlisle Road

Alms

Pennsylvania College

McPherson

REYNOLDS
killed *

WADSWORTH

MEREDITH
(Iron Brigade)

BUFORD'S HQ

Seminary

Pike

McPherson Road

Hagerstown Road

Seminary Ridge

McMillan

WADSWORTH's Route

REYNOLDS

Cemetery Hill

Pitzer

Run

Willoughby Run

Bliss

Bryan

ROBINSON
(of REYNOLDS Corps)

Codori

Herr's Ridge

1
2
3
4
5
6

Richard S. Ewell

Ewell Breaks the Federal Line
1200 - 1330 hrs
1 July 1863
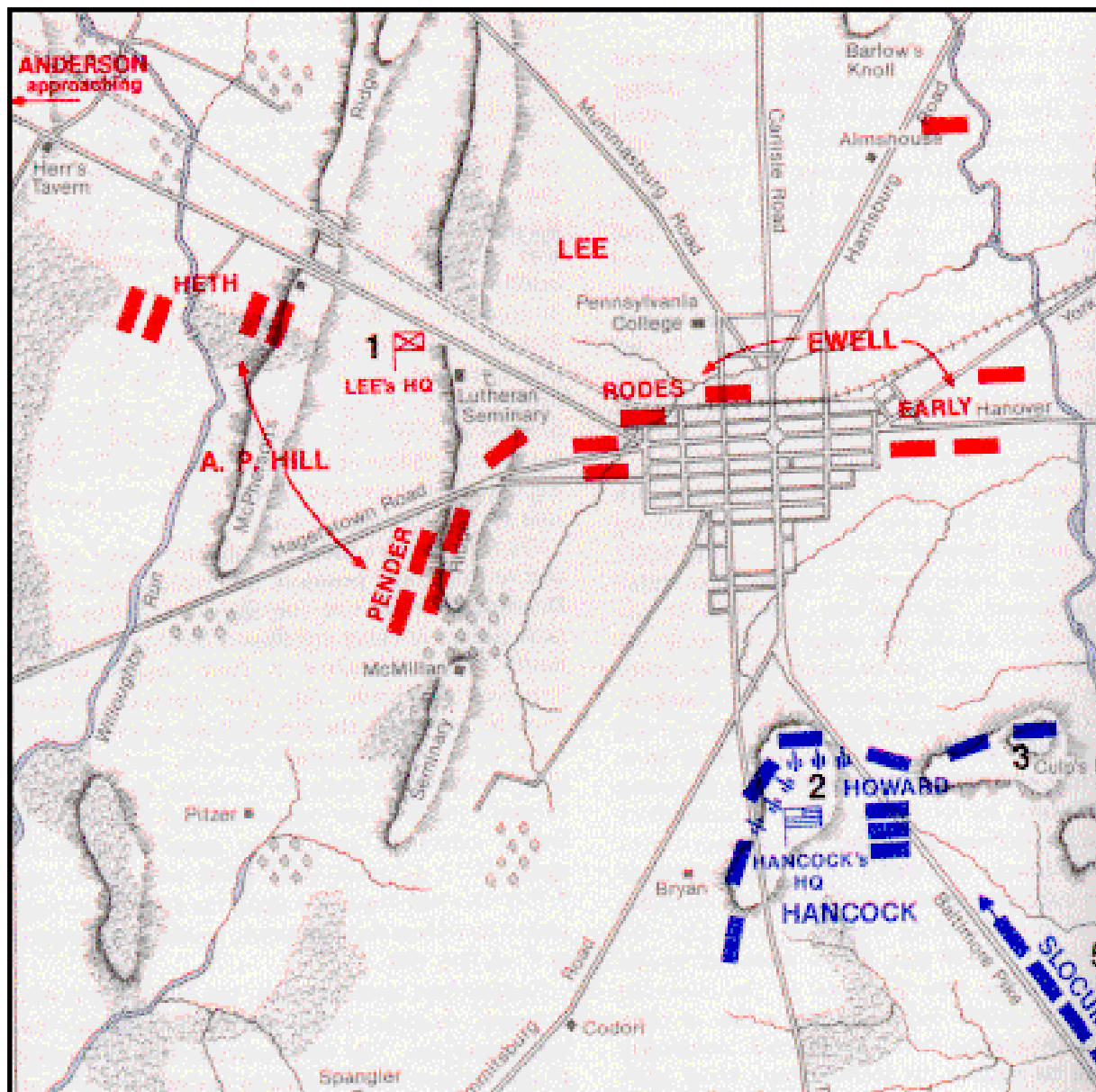
Jubal A. Early

The Lost Opportunity
1600 - 1730 hrs
1 July, 1863
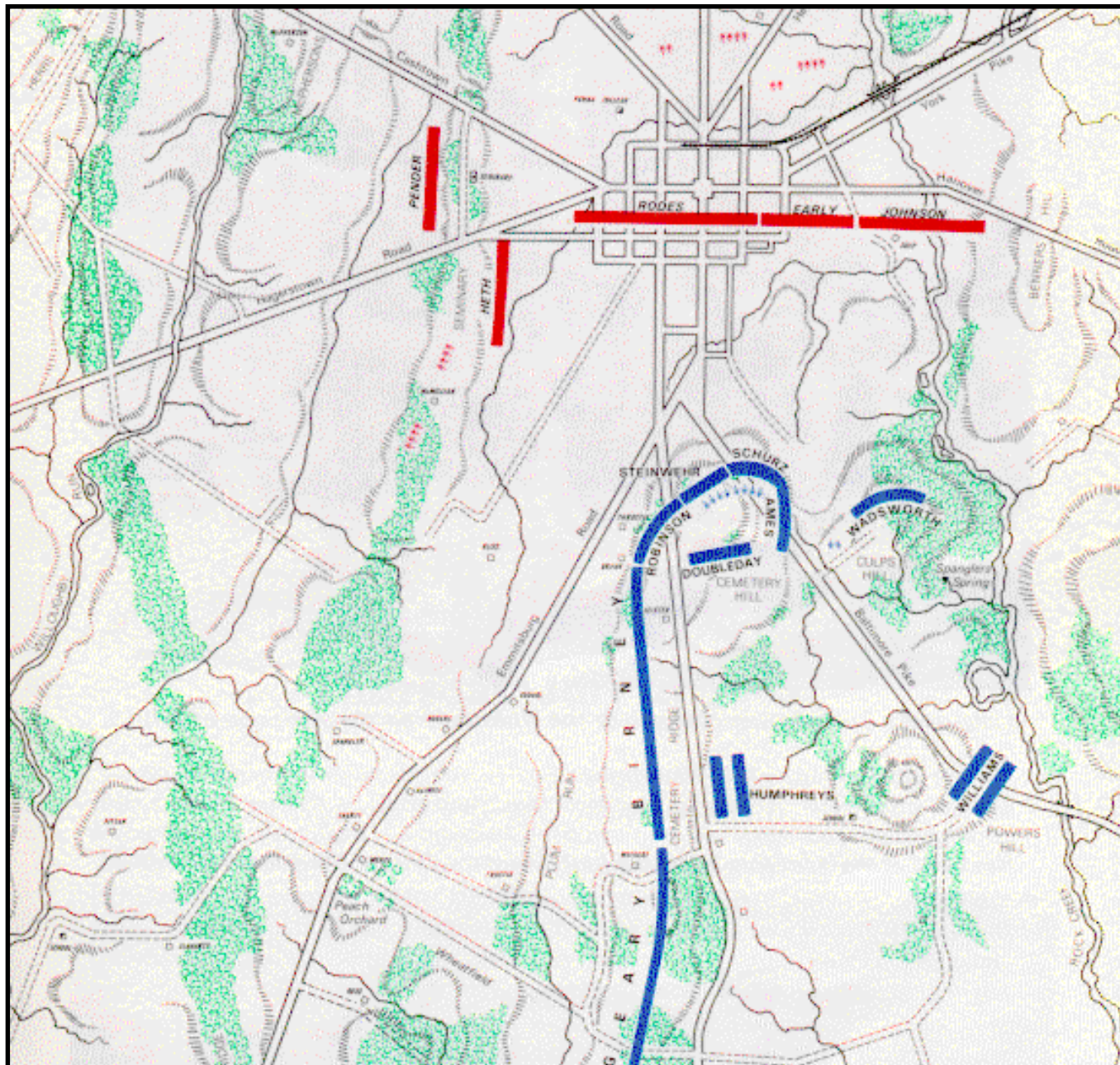
End of Day One
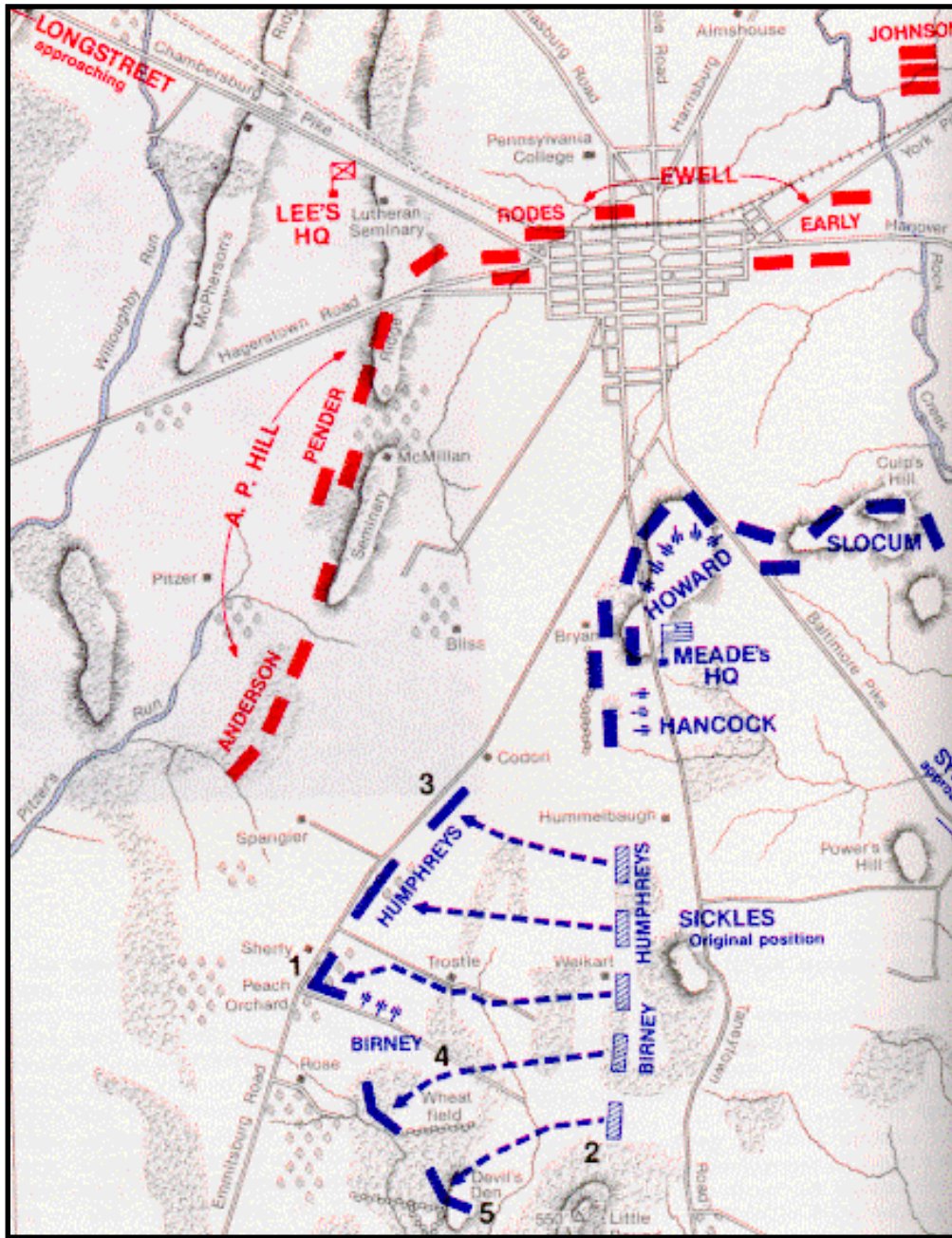
Daniel E. Sickles

Sickles Moves Forward
0900 - 1500 hrs
2 July, 1863

James Longstreet

Longstreet's Approach
1200 - 1600 hrs
2 July, 1863

John Bell Hood

Devil's Den
1600 - 1700 hrs
2 July, 1863

25

Wheat field

DE TROBRIAND

WARD (retreating)

ANDERSON

BENNING

Devil's Den

Plum Run

Road

Weikart Farm

2 VINCENT

VINCENT

5 WEED

1

Little Round Top

18 MI
44 NY

VINCENT

83 PN

3 20 ME

Company B 20 ME

ROBERTSON

Farm

Farm

Farm

Taneytown Road

47 AL

15 AL 4

Big Round Top

OATES (LAW's Brigade)
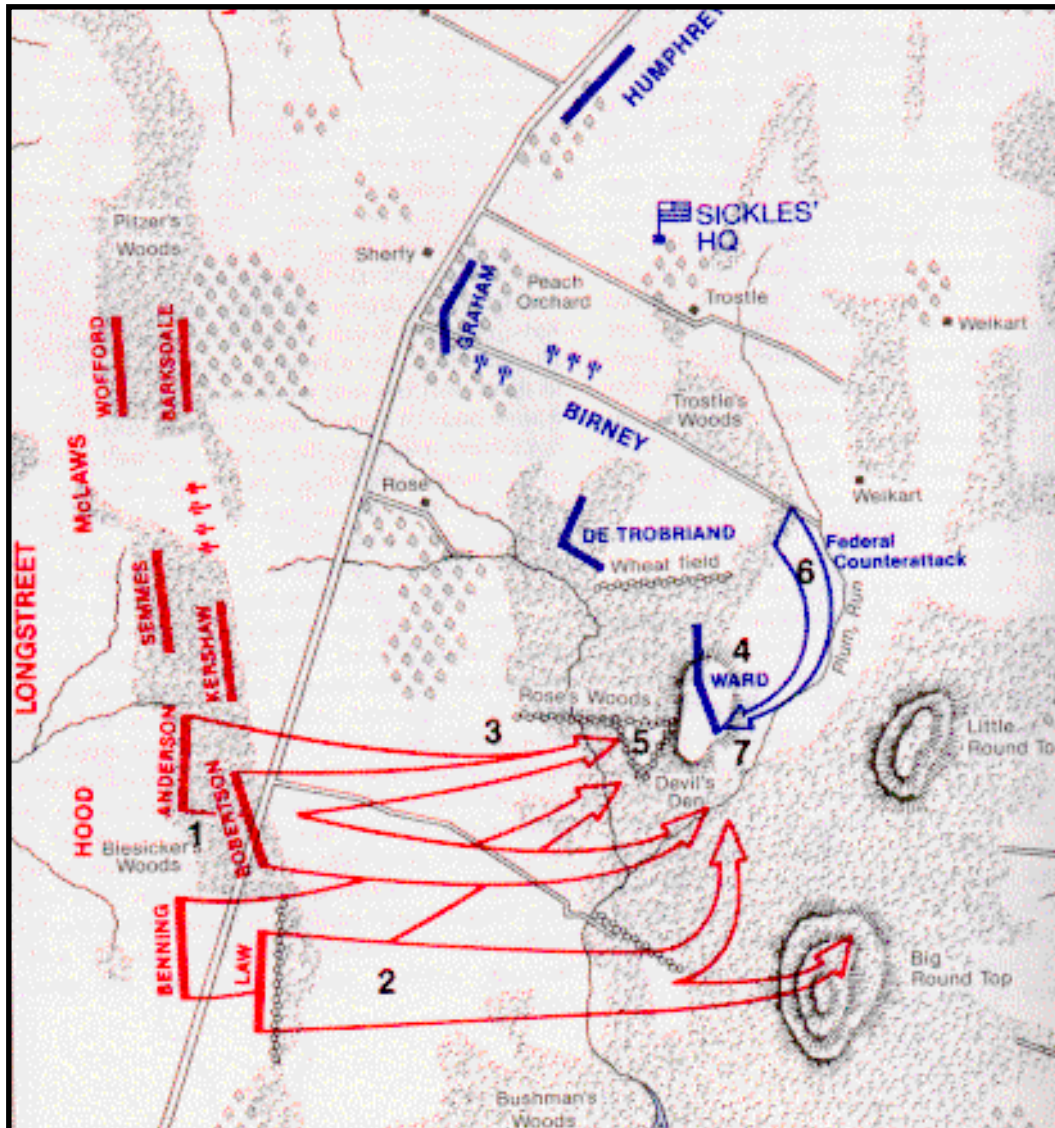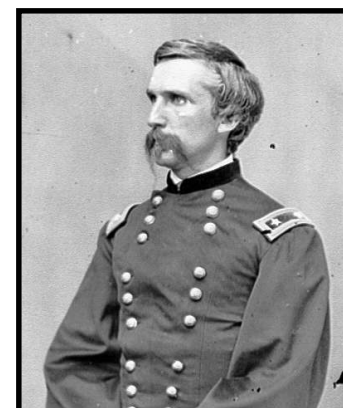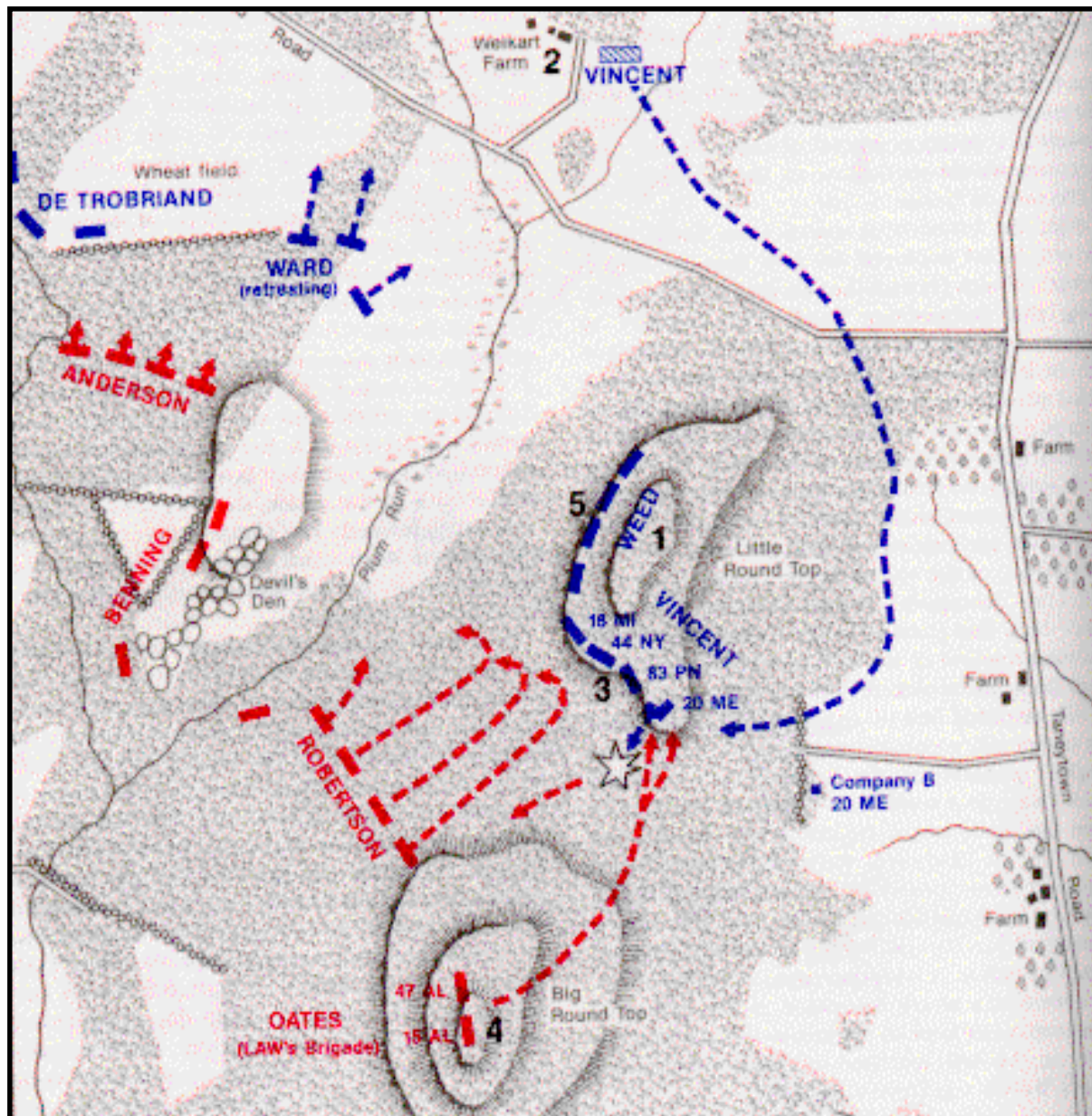
Joshua Chamberlain

Little Round Top
1630 - 1800 hrs
2 July, 1863

End of Day Two

Midnight July 2, 1863

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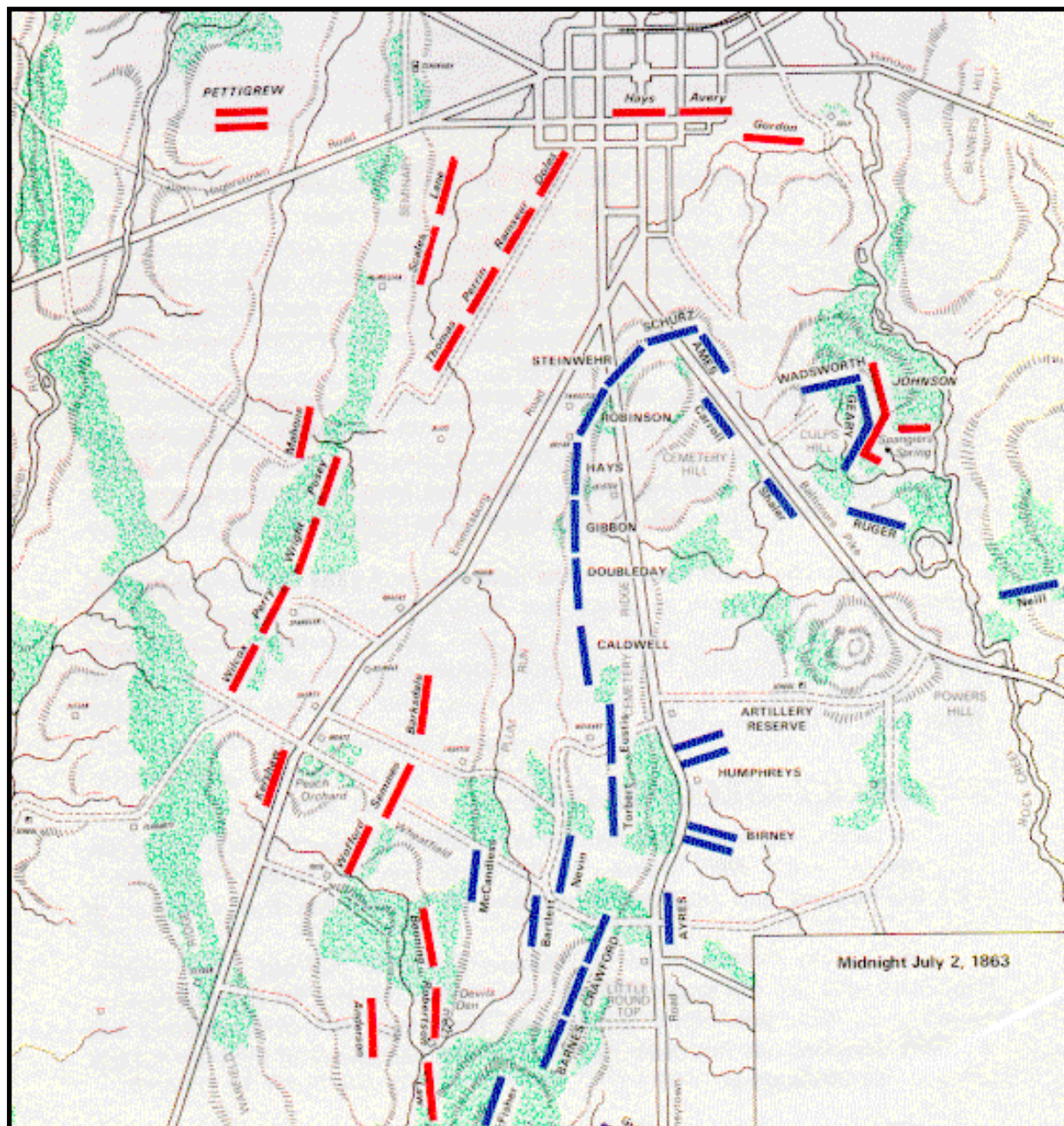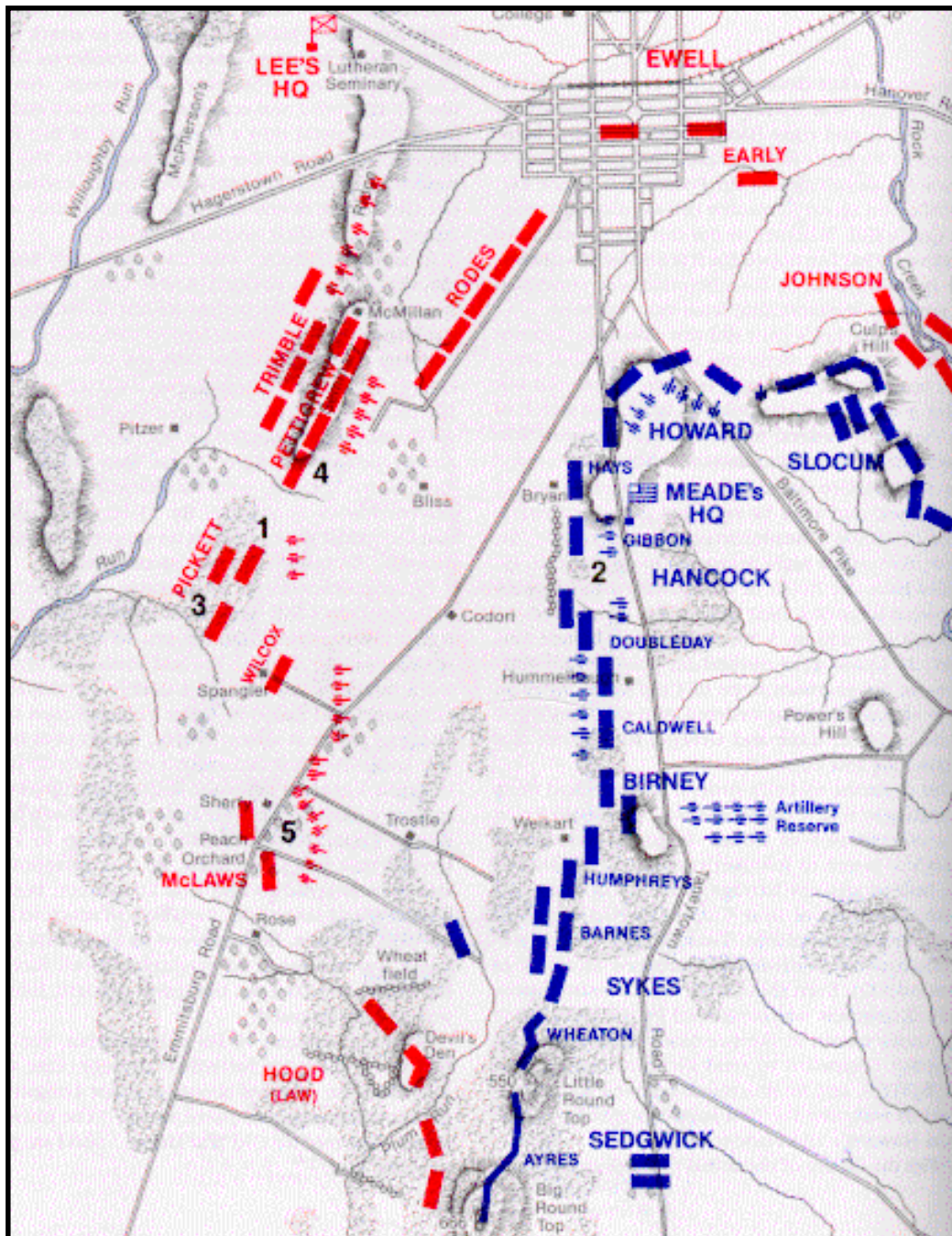
Winfield S. Hancock

Planning the Grand Assault
1100 - 1500 hrs
3 July, 1863

28

George E. Pickett

Pickett's Charge
1500 - 1530 hrs
3 July, 1863
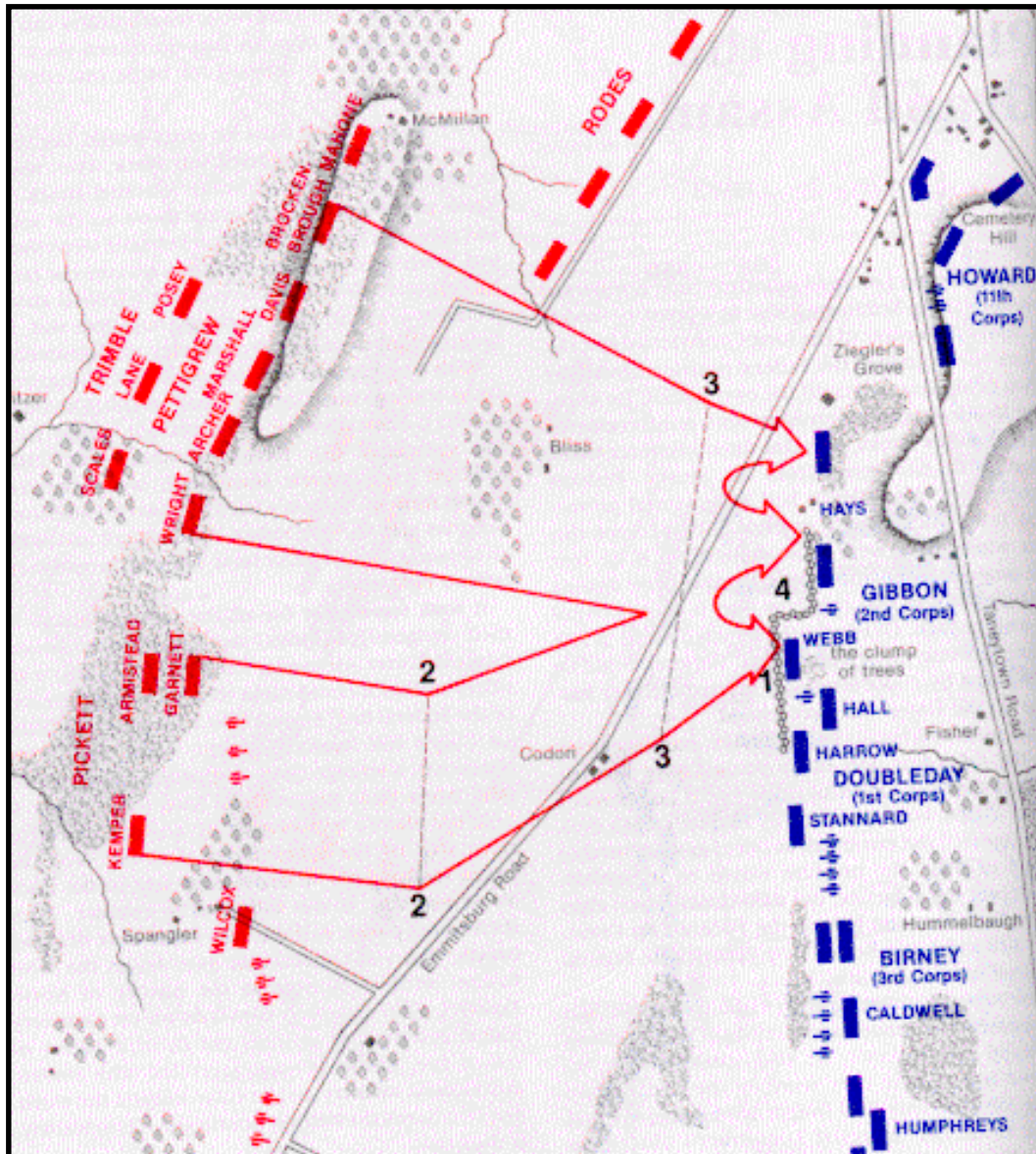
March to the Potomac

5 - 14 July, 1863
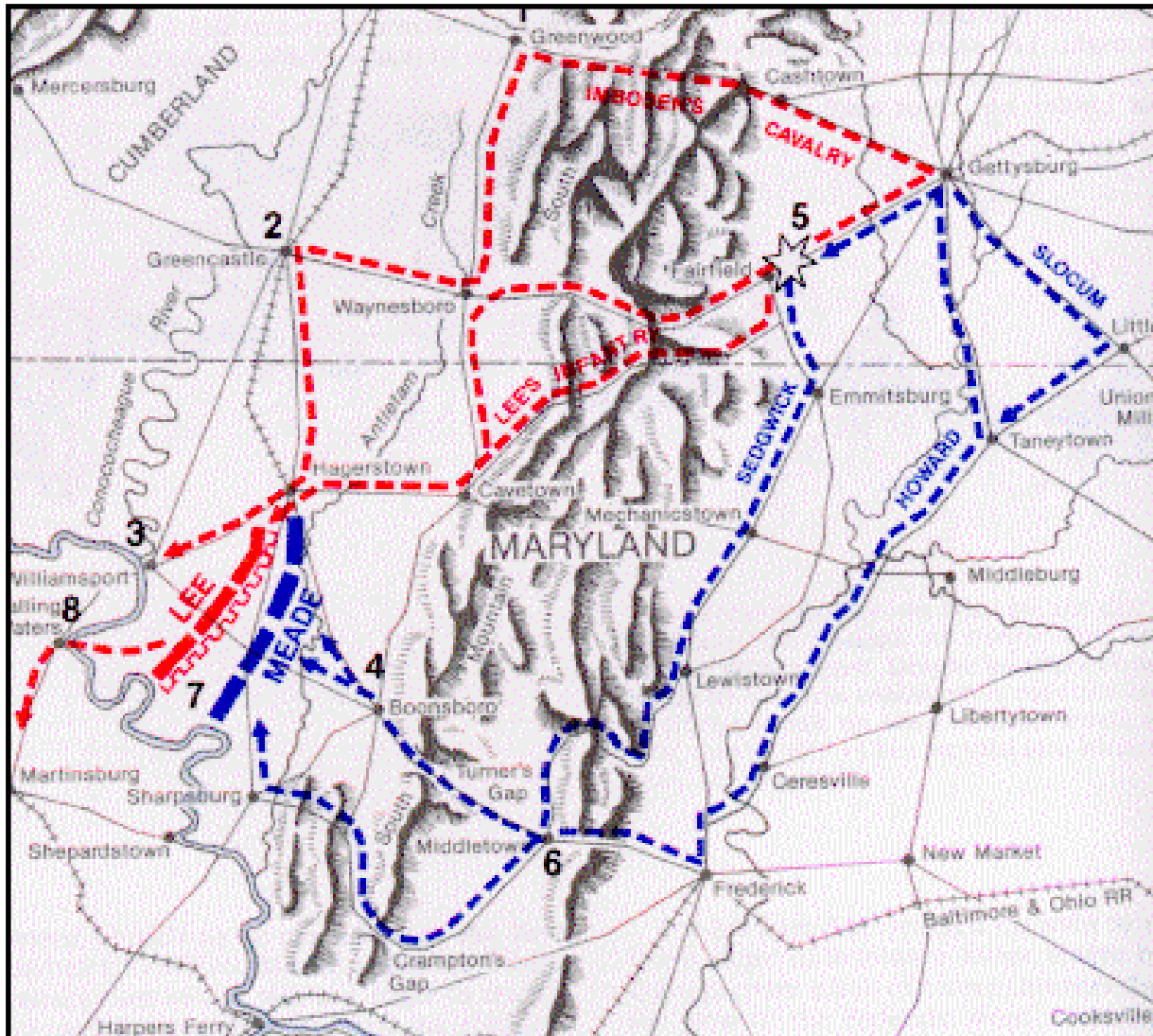
More than Happy Birthday

31
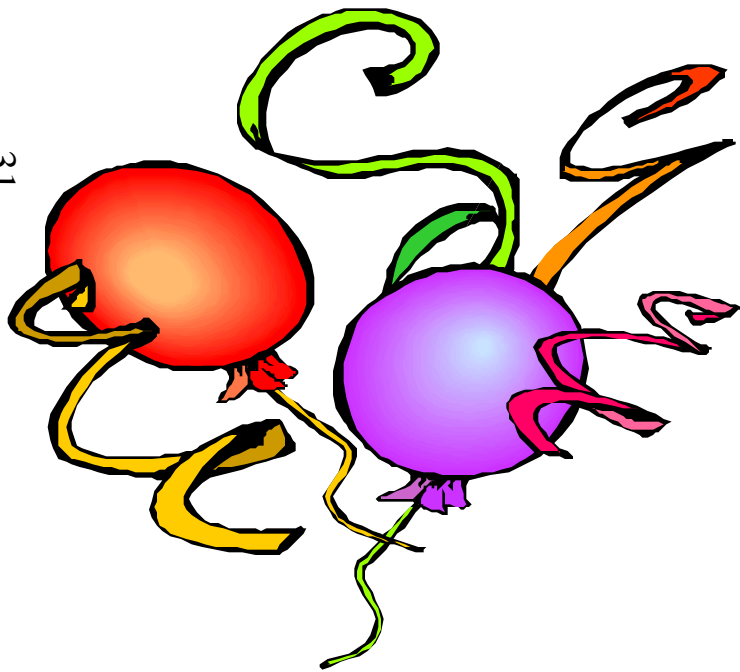
The History of Library Service to Ships and Submarines

and Let's Celebrate the 80th Birthday of the
Naval General Library Program

Presenter:

Rebecca Slingerland

Fleet Library Coordinator

Naval Education and Training
   Professional Development and Technology Center (NETPDTC)

Phone: 850-452-1001, Ext. 2185 (DSN 922)

Email: rebecca.slingerland@cnet.navy.mil

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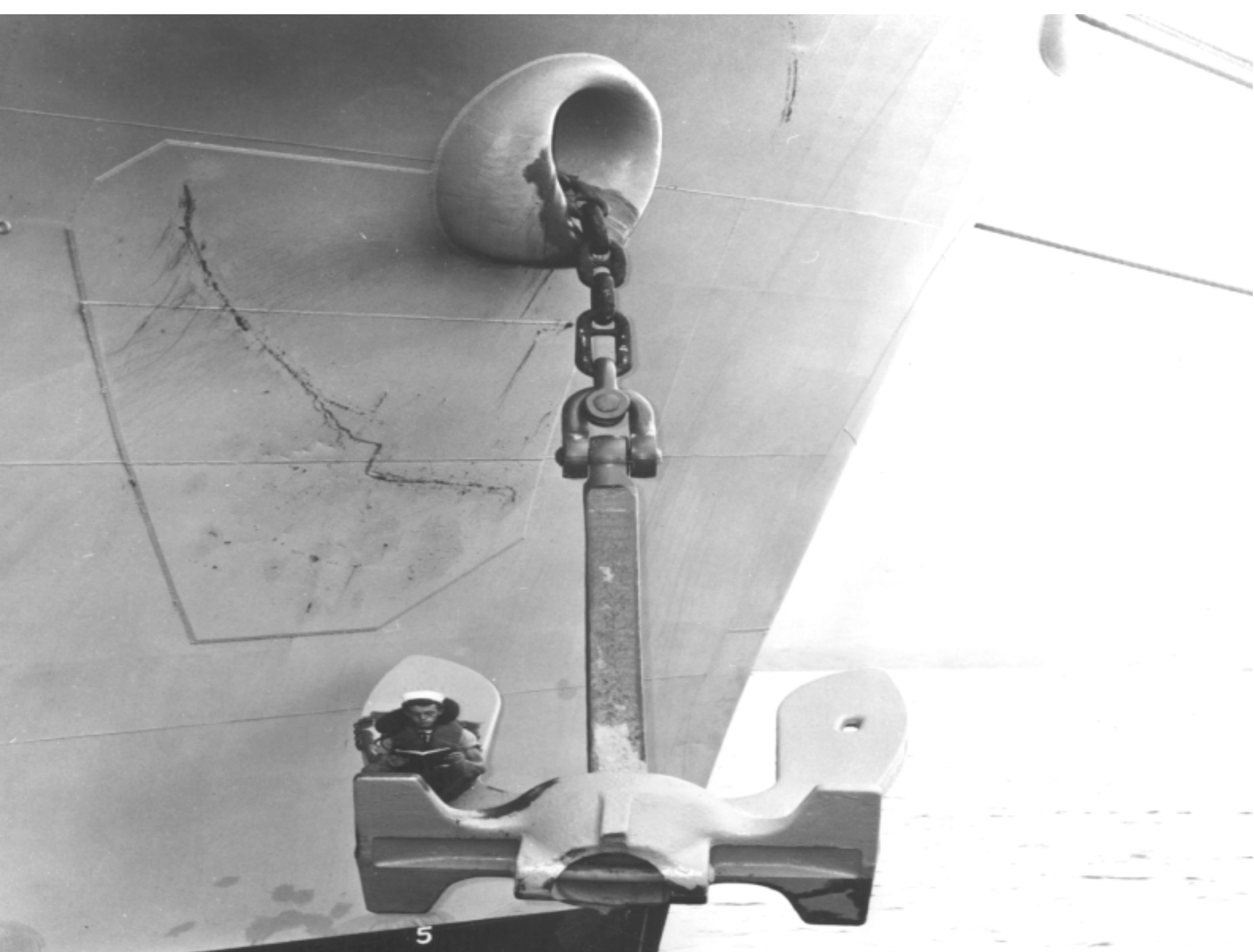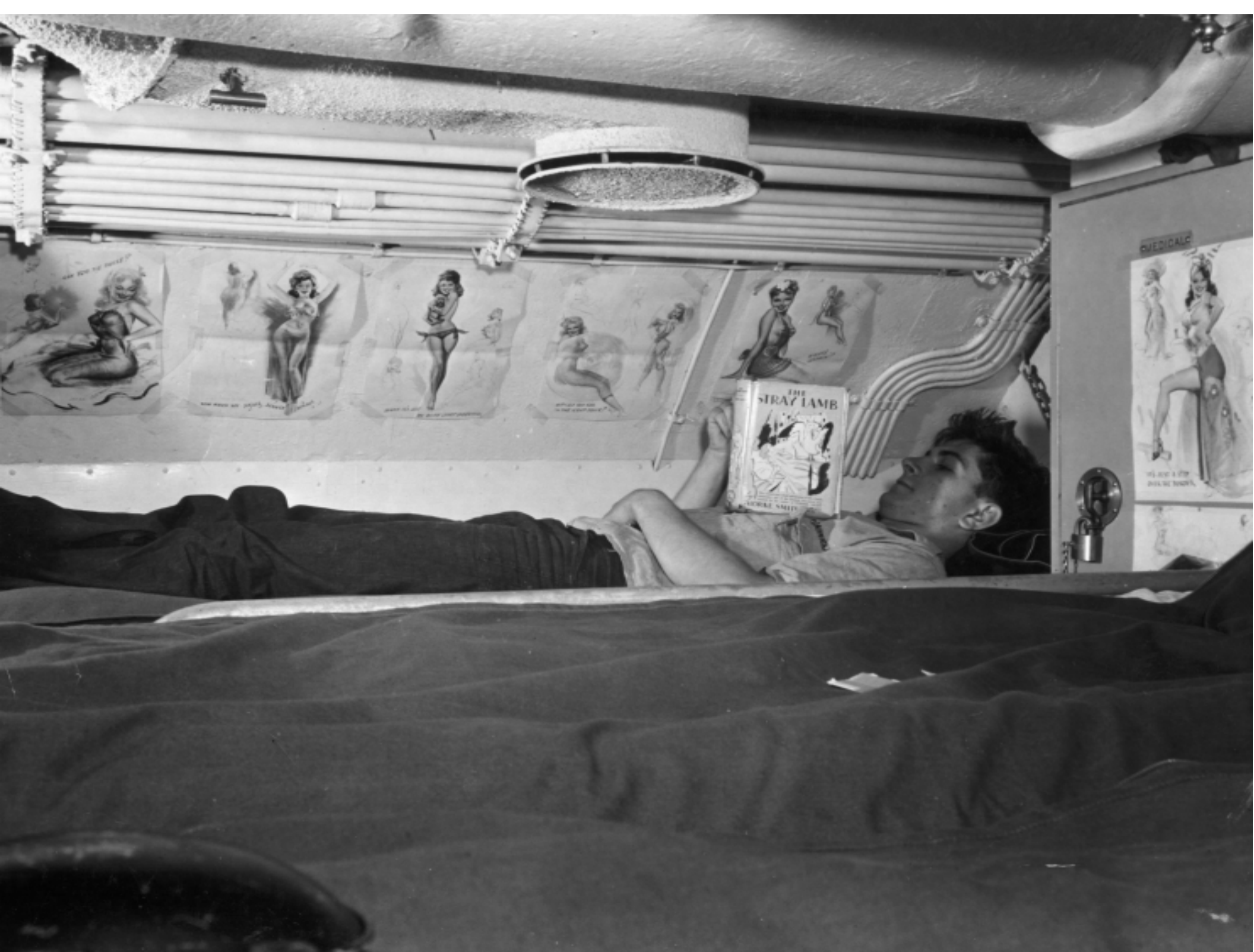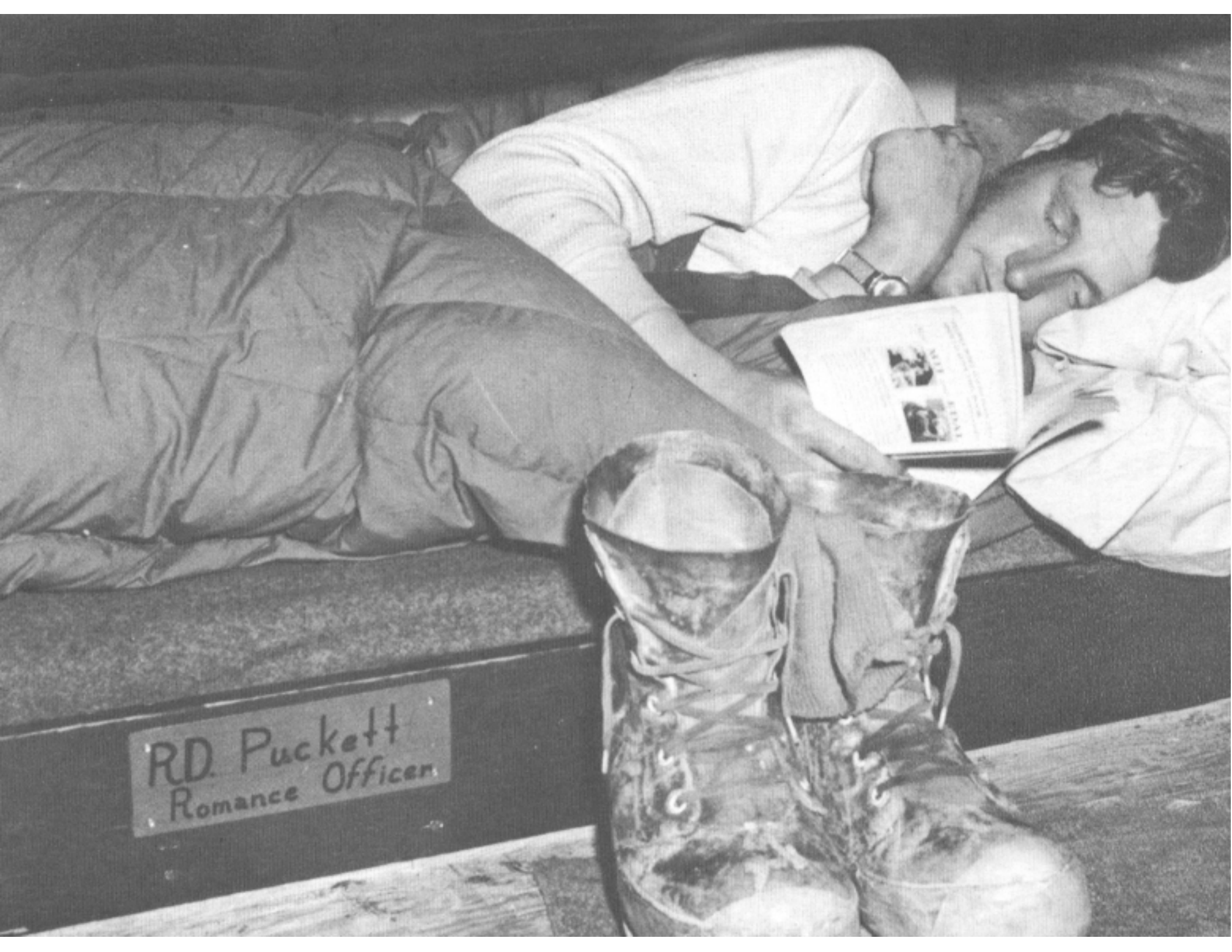
R.D. Puckett
Romance Officer

USS FRANKLIN - 1820

- 74-gun ship built in 1815 and 3rd such named

- 1st vessel to be laid down at the Philadelphia Navy Yard

- Served as flagship in both the Mediterranean and Pacific stations

- Crew established the first Seaman's Library

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1828

- The FIRST books provided at government expense.
- Ship's Library divided into two sections
  - Ship's library for officers
    - Contained many religious books
  - Crew's library for men (enlisted members)
    - Contained textbooks and light fiction

USS UNITED STATES -1840

h01016.jpg at www.history.navy.mil   Page 1 of 1
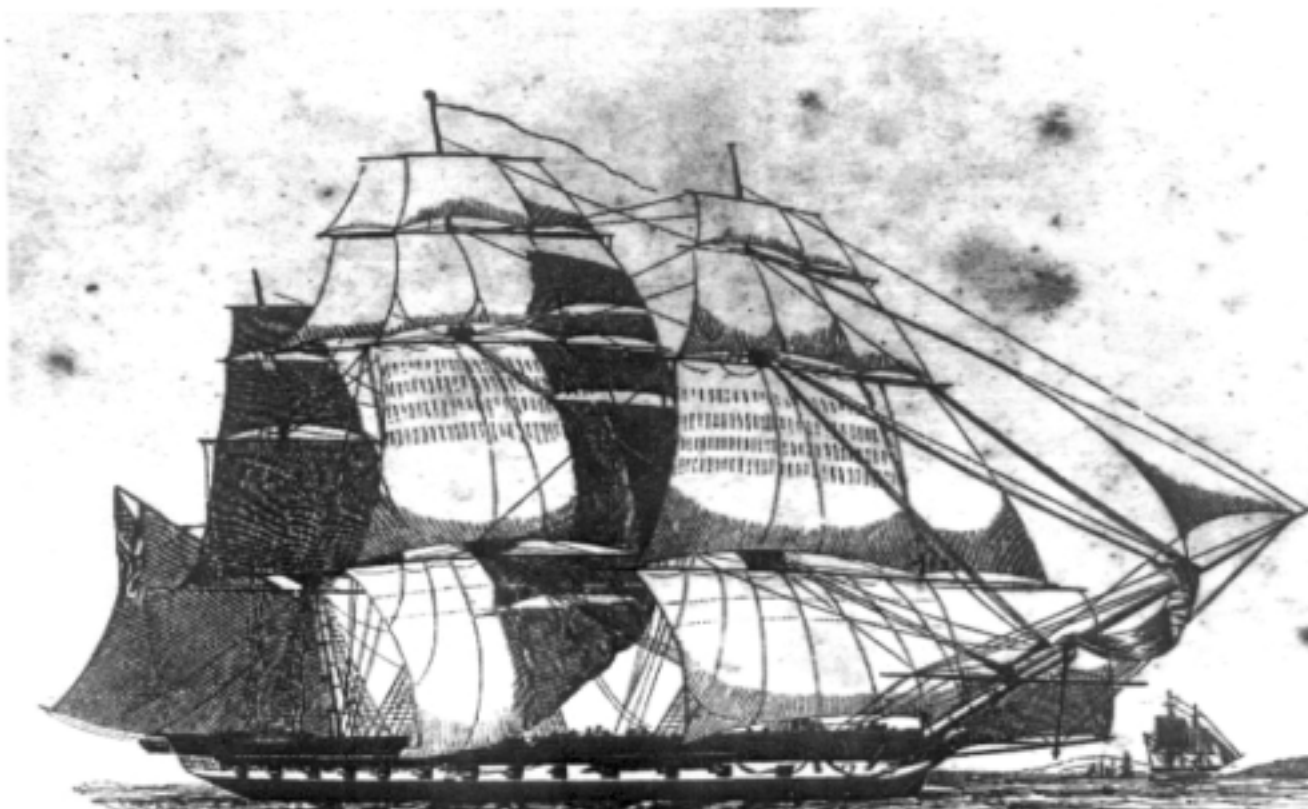
Photo # NH 1016 USS United States under full sail

USS MASSACHUSETTS (BB-2)
1898

40
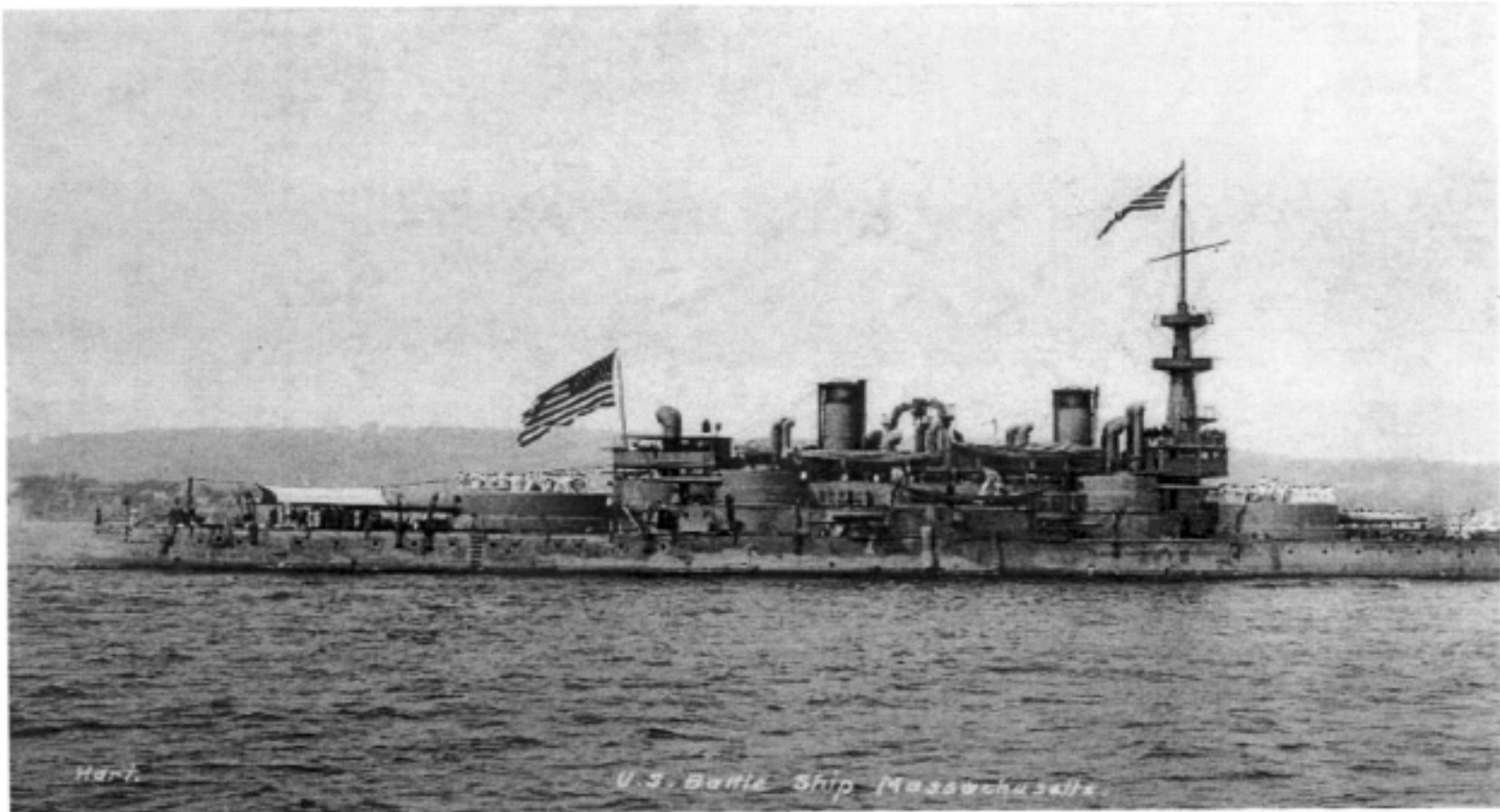
Photo #: NH 46423   MASSACHUSETTS, August

"Pennsylvania"
Crew's Reception and
Reading Room
July 1916
6218-39

1880-1918 – Unparalleled Growth of the US Navy

- 1880 – 48 old vessels

  - 6,000 officers and men

- 1918 – 16 modern battleships added

  - 269,000 men in the Navy

- ALA supplied services of two librarians to establish a system of libraries

ALA - Library War Service

General Library Services/Program

1919 -   Library under 6th Division of Bureau of Navigation

6th Division changed to Morale Division

Morale Division absorbed by Training Division

Library Services was a Section in Training Division

1942 -   Library Services now under the Welfare Division, Director

Of Special Activities, Bureau of Naval Personnel

1944 -   Welfare Division became Welfare Activity and Library

Services was a Section under the Special Services Division

1972 -   Library Services Branch moved to Pensacola FL, under

Naval Training Support Command, Chief of Naval Education

and Training

Present   Naval General Library Program (N73)

Naval Education and Training Professional Development and

Technology Center

Chief of Naval Education and Training (OS418)

THE HEADS

- 1919-1922   Charles H. Brown
- 1923-1946   Isabel DuBois
- 1947-1965   Dorothy Deininger
- 1966-1987   Gerald Coble
- 1988-1989   Marge Homeyard (Acting)
- 1990-Present Marge Homeyard

1919 ---

- Dewey Decimal Classification used for Shipboard libraries
- Annual budget of $60,000 for all ship libraries
- Annual book appropriation $600.00 for battleships and $125.00 for destroyers
- Emergency Fund for books and periodicals available for larger ships
- A traveling collection was available from the Fleet Supply Base, Brooklyn
  - Paymaster of each ship held accountable for each book
  - Resulted in a Closed Door/Locked Closet system
- College courses offered on 15 vessels

The Roaring 20's

- Two shipboard libraries
  - Ship's Library – Technical – For Officers only
    - 320 titles
  - Recreational (Crew's) Library – for Officers and Men
    - 1850 titles
- Battleships/Cruisers – 2,000 volumes
  - Smaller ships – Traveling collection and a few technical books
  - All books supplied by the Bureau of Navigation
- Chaplain or Navigation Officer and a yeoman
  - Regular hours
  - Card Catalog consisting of Author/Title/Subject

Roaring 20's cont'd

- Fleet Librarian employed by Bureau of Navigation
- The American Library Association gave $69,000 to the Bureau of Navigation
  - $20,165 for salaries
  - $15,000 for periodicals
  - $5,000 for books
- In 1929 ships reported Sailors read 476,662 books during the year
- There were 16 professional librarians in Station libraries.

Head, Library Services
Training Division
Bureau of Navigation
Washington DC

1922-1946

Miss DuBois
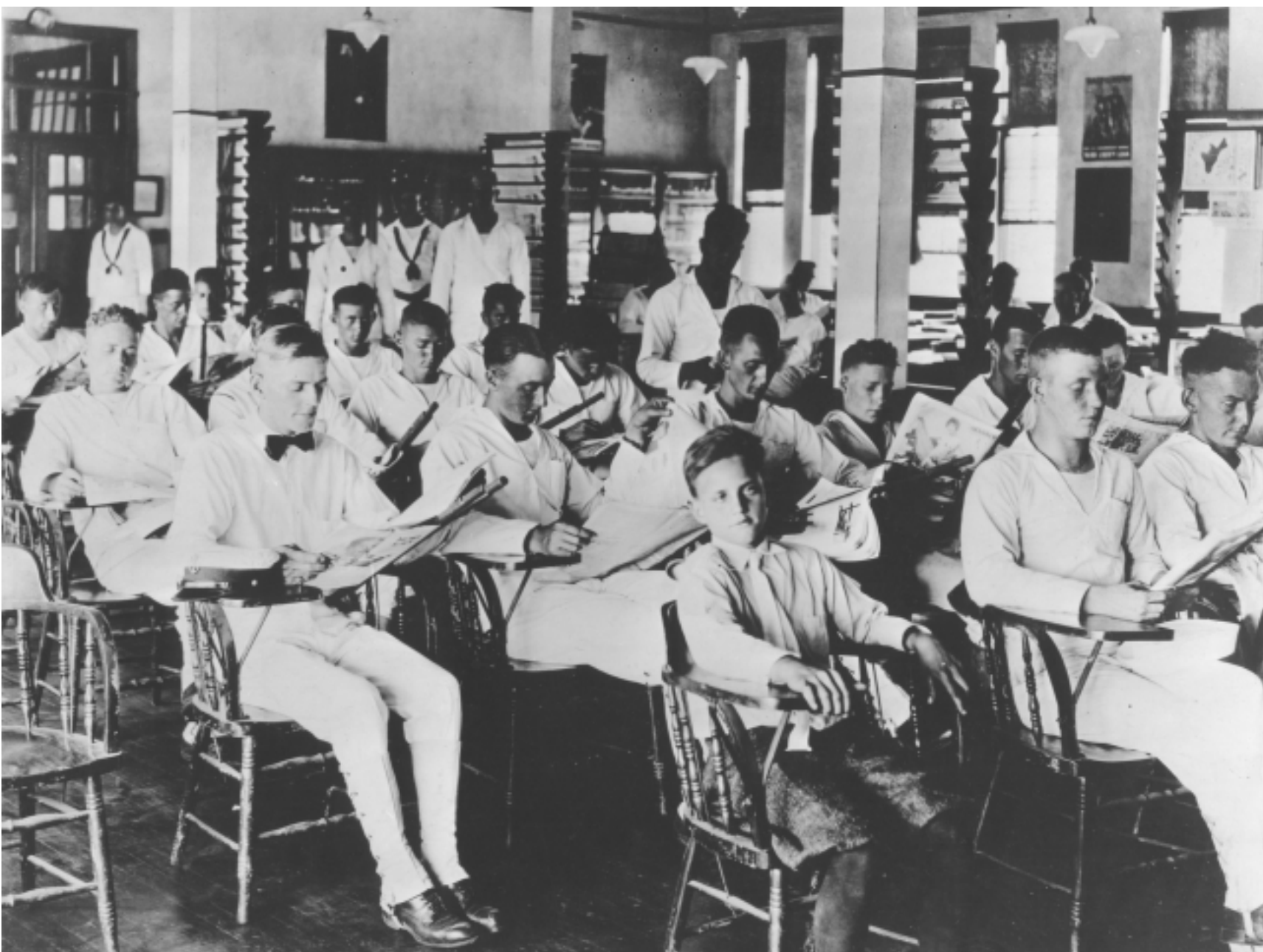
Navy Yard,   Library
Puget Sound,Wn.,   U.S.Navy Club, N.Y.P.S.,
July 16, 1920.   Bremerton, Wn.   P.3104

53

The '30s and '40s

- 1942 Bureau of Navigation renamed Bureau of Naval Personnel/Library Section in Morale Division
  - District Librarians positions established
  - BUPERS funds Librarians for all shore libraries
- 1943 Over 1,500 Navy libraries
  - $.65 spent for each Sailor to have reading material
  - $2,710,840 appropriated by Congress for Library Program
  - 450 Librarian positions of which 200 were unfilled
  - Library Section of BN had 1 Head Librarian, 6 Librarians and 7 clerical assistants
  - Naval Supply Depots at Norfolk and San Diego issue books
  - Naval Prison, Portsmouth NH reconditions books

The WAR YEARS

- The Rise of the Paperback
- Council on Books in Wartime
  - Group of book publishers
  - 30 titles per month
  - Armed Forces edition
    - Cost an average of $.07
    - Half to publisher/half to author
  - 2,000,000 per month to service members
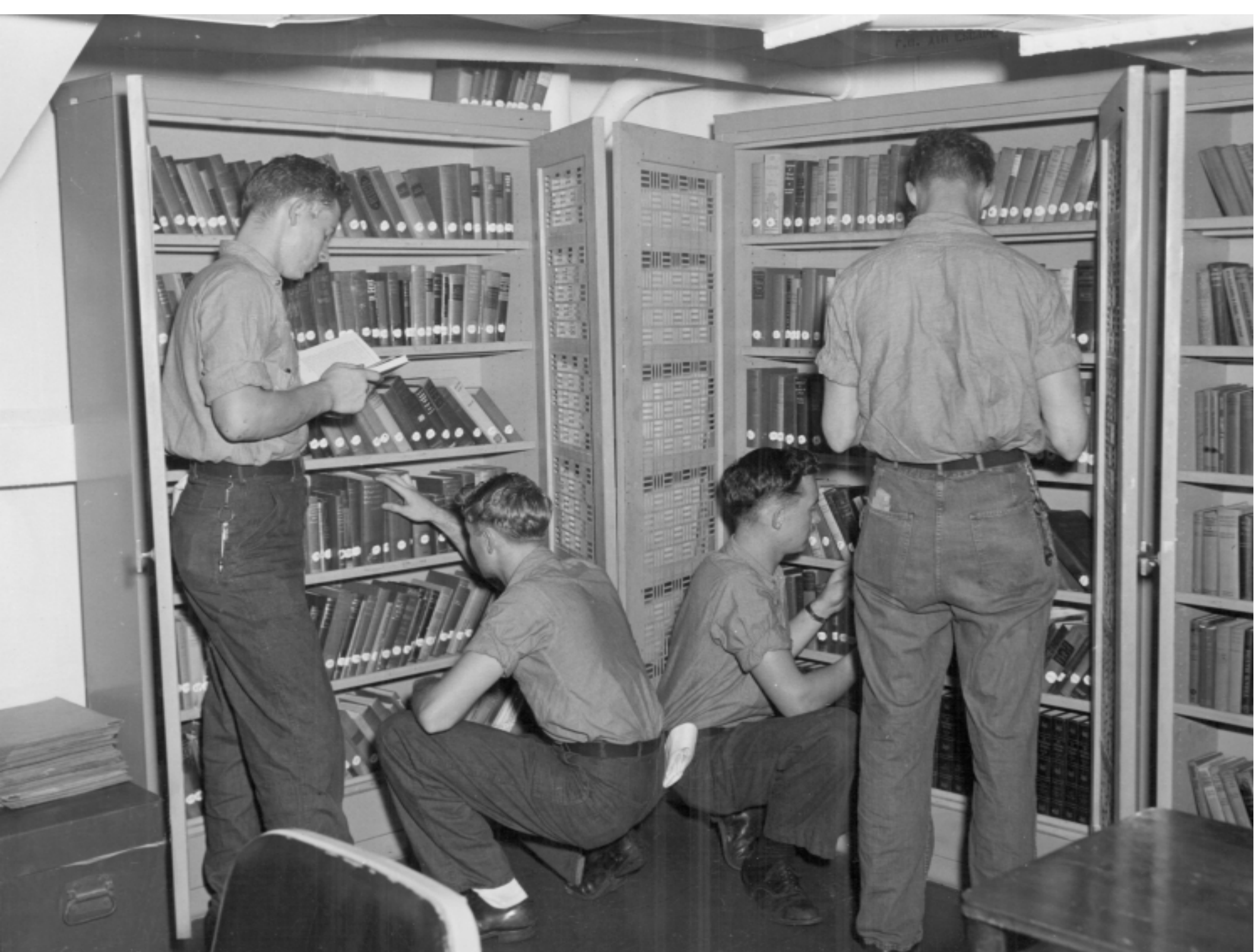
The 50's

- Ms. Dorothy Deininger, Head Library Services- 1947-1965

- Books distributed in 1951
  - 2,469,331 paperbacks
  - 535,581 hardbacks

- Books of feminine interest added

DUTY LIBRARIA
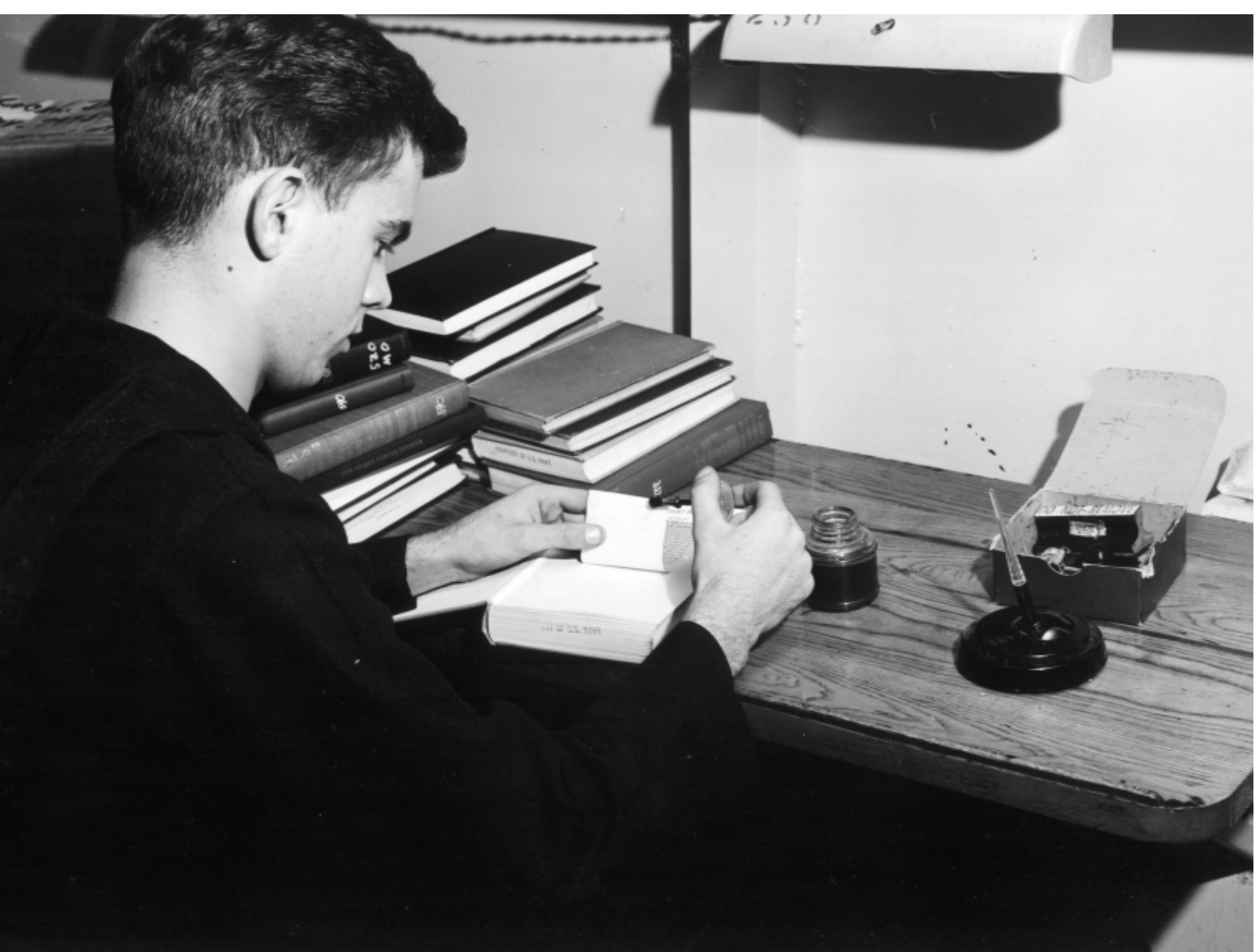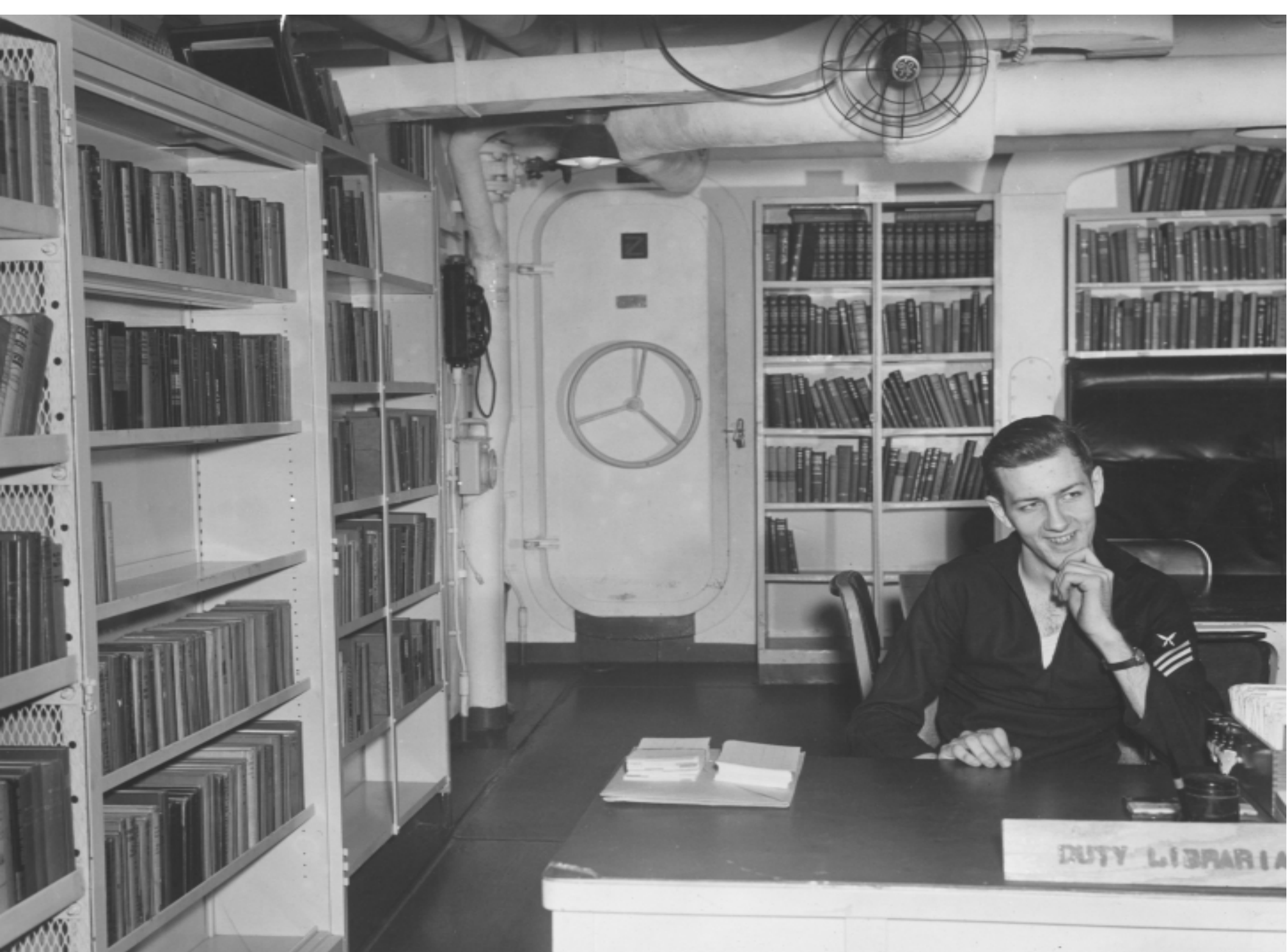
The 60's

The Glory Years for the District Librarian

- District Librarian > Field Services Librarian> Regional Librarian>
  - All ships
  - All shore libraries
  - Located in respective areas
- Fleet Library Coordinator
- Shore Library Coordinator

The Golden Anniversary – 1969

50 Years of Service
…wherever Navy men serve

- Mr. Gerald Coble, Head, Naval General Library Program, 1966-1987

- Meetings, Workshops, Conferences, Receptions and Programs

- Displays, Posters , Flyers and Bibliographies

- Articles in local and international periodicals
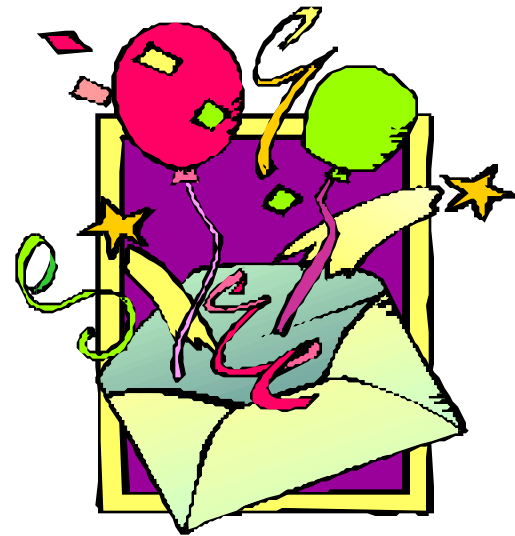
John Cotton Dana Publicity Award

SPECIAL COMMENDATION is presented to the

Bureau of Naval Personnel, Department of the Navy

For Outstanding Publicity Among
Service Libraries
1970

CITATION: For a carefully planned and executed library publicity
program designed to highlight a theme, "Black Heritage: the American Experience."

Sponsored jointly by The H.W. Wilson Company & the ALA Public Relations Section

The 70's

- Multimedia Breakthrough
- Set of Training Films made for Navy Libraries
- Consolidation of book distribution centers to Naval Supply Center Norfolk
- The move to CNET
- Field Services Librarians located in Education and Training Support Centers
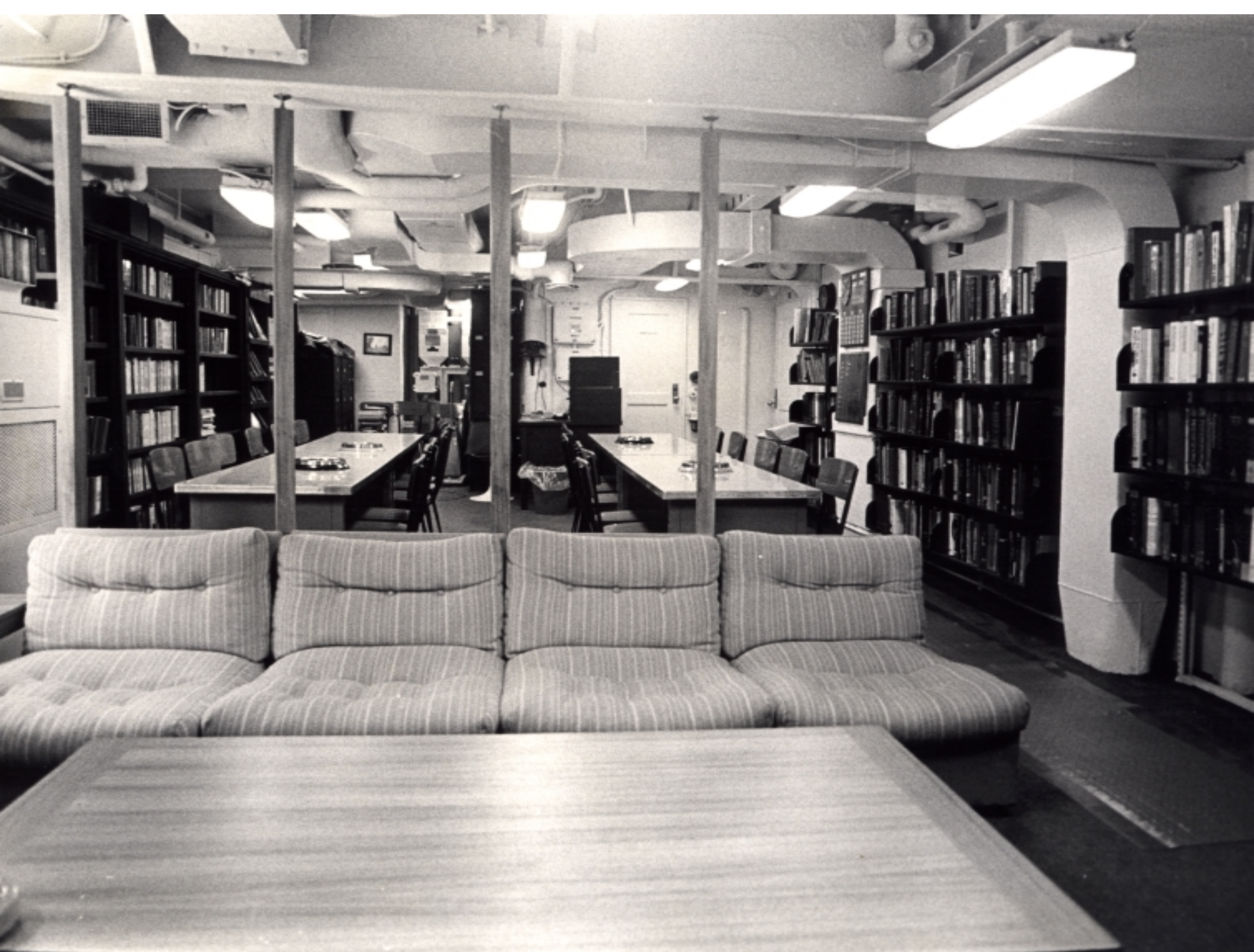
RP
Religious Program Specialist

THE SHIPBOARD LIBRARY OFFICER

"The Library Officer is assigned the functions of organizing, planning and Administering a library service for the benefit of unit personnel."

- Chaplain on large ships
- Collateral duty on smaller ships

The Revolutionary Years – The 90's

- Ms. Marge Homeyard, Head, Naval General Library Program, 1986 – Present
- CNO directed CNET and OP-01 to upgrade Navy library services on ships
- Mr. Barry Patrick, Program Manager, CNET
- Regional Library/Fleet Recreation/Single Sailor Training Programs
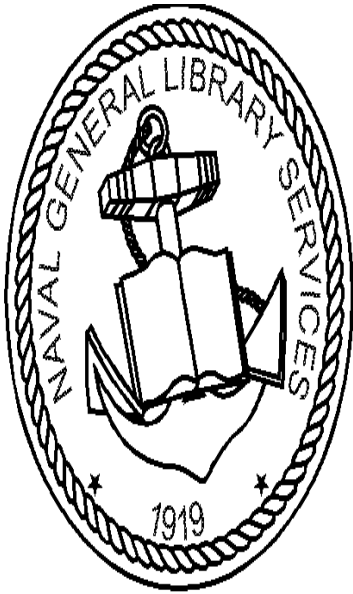
NAVAL EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT AND TECHNOLOGY CENTER

LIBRARY SERVICES INFOGRAM

USS JOHN RODGERS (DD 983)

- Homeported NAVSTA Charleston
- Requested electronic multipurpose library
- NGLP/CNET provided $12,000 to establish LMRC
  - 2 computers with EBSCO products
  - Printer
  - 1 PACE computer
  - 3 carrels, 1 table, 2 chairs, 2 bookcases
  - Hardbacks and paperbacks

Library Multimedia Resource Center

- FY 93/94/95
  - 70 ships/subs outfitted
  - Average cost $17,000
  - 3 computers, printer, furniture, CD-ROM products
- FY97/98
  - Fleet Recreation Initiative Funds
  - 292 ships/subs outfitted

LMRC cont'd

- Typical configuration:
  - 4 Computers, 1 NT Server
  - 2 Printers, Scanner, CD-ROM Tower
  - Audio Visual Equipment
  - Multimedia Products
  - Online Periodical Database
- FY99 100 ships/subs upgraded
- Upgrade 40 ships each year thereafter

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FR. 128

03-128-12-L
FR.128 138
XI DIV

USS CARL VINSON (CVN 70)

THE USS HARRY S TRUMAN (CVN 75)
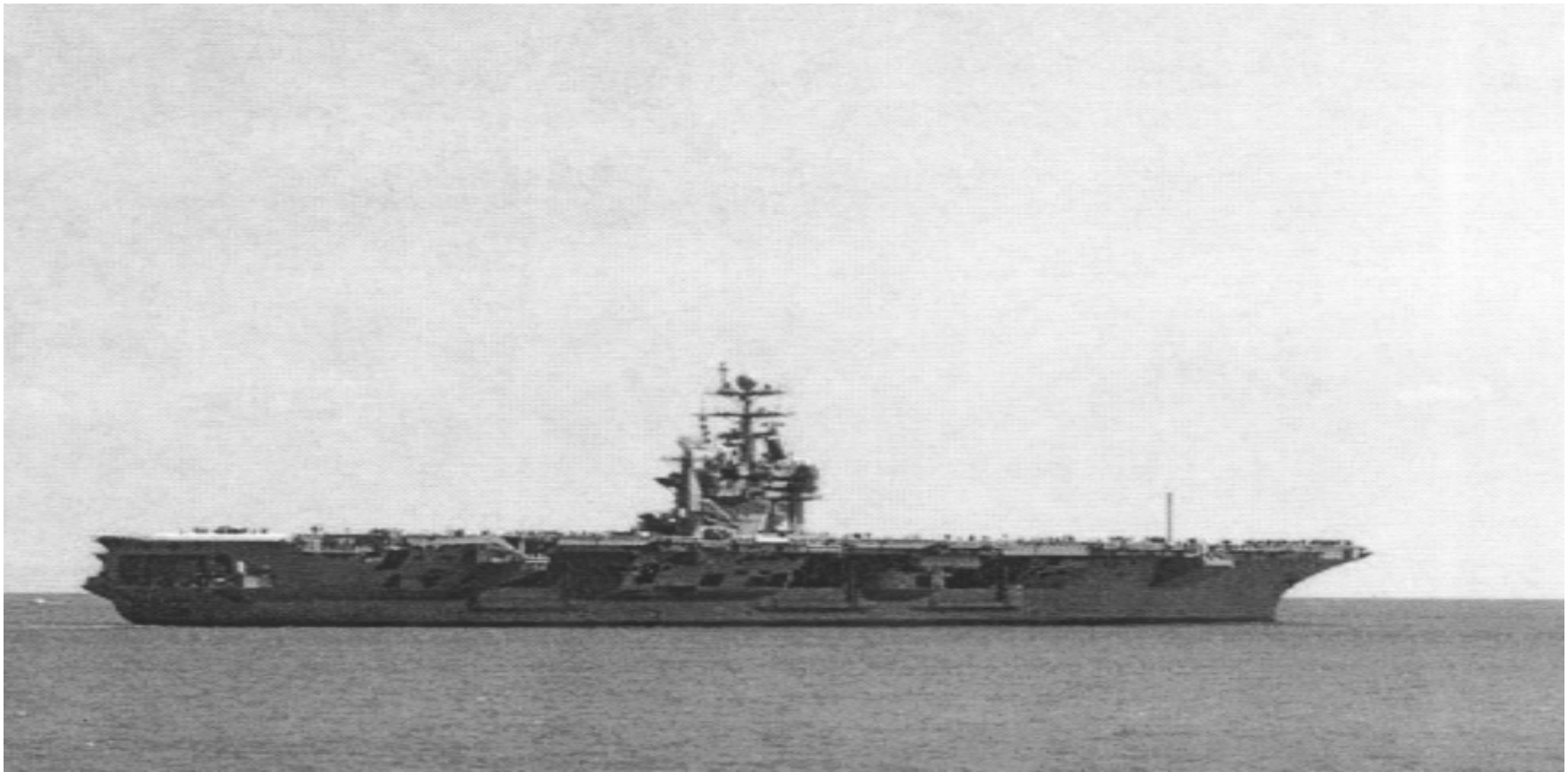
The Future Carrier

USS SAN ANTONIO (LPD 17)

LPD 17 Characteristics

Length: 684 ft

Beam: 105 ft

Full Load Draft: 23 ft

Full Load Disp: 24,900 LT

Medical: 24 bed ward / 2 OR w/100 overflow beds

Sustained Speed: 22+ kts

Crew: 362

Troop: 720

LCAC: 2

Aviation Ops: 2 CH-53 or MV-22 / 4 CH-46 or UH-1

DD 21
The Land Attack Destroyer

Delivery in 2008
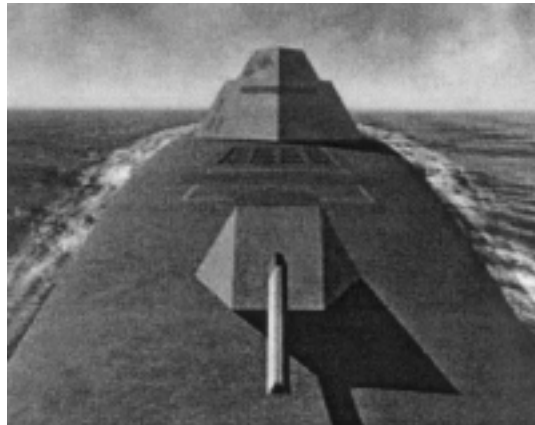
80 Years of Program Service
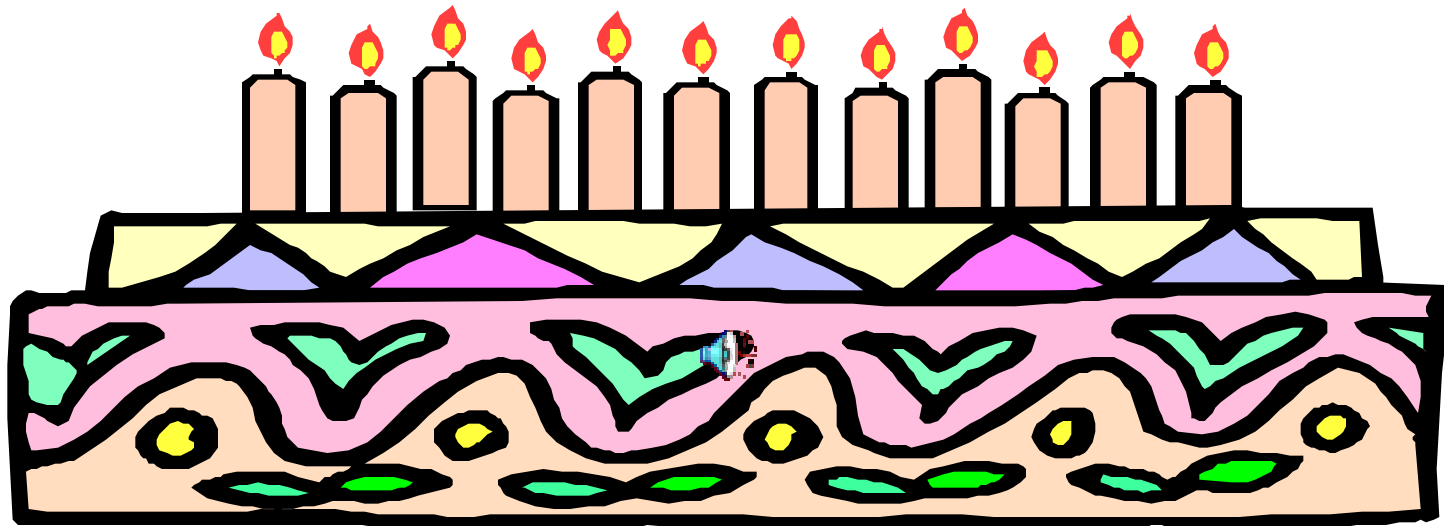
180 Years of Library Service

Service Report: Air Force Libraries
Barbara D. Wrinkle
Director
Air Force Library and Information System

Another fast-paced year, 1999 was filled with challenges, changes, and "combat fatigue!" Despite overwhelming demands, the Air Force Library System made progress in many, many areas. This progress is aptly described in the words of Alfred North Whitehead:

"The art of progress is to preserve order amid change, and to preserve change amid order."

After the Aug 98 release of the Golden Eagle Standards for Air Force General Libraries, a tracking program called "GE Track" was developed to measure compliance and identify improvement areas. This program measures 143 standards, from programs and services to technology and finances. The in-depth analysis as well as a summary report of eight operational areas provides librarians, commanders, and the Air Force Library program with a tool for budgeting, long-range planning, and improving customer service.

We also worked with the DoD Joint Library Forum to draft a DoD Instruction. Additionally, we assisted with the DoD Joint Libraries Strategic Plan and the DoD MWR Library Standards, released in Mar 99. The strategic plan and standards have been the impetus behind the compliance measures for the Golden Eagle Standards.

Keeping up with new technologies stands in the forefront of our Air Force library goals. Upgrades are a constant requirement, and we have greatly surpassed the expectations of Tom Watson, Chair of IBM in 1943, who said:

"I think there is a world market for maybe five computers",

and of Bill Gates' 1981 prediction that

"640K ought to be enough for anybody!"

This past year we upgraded 85 CD-ROM LANS to DVD-ROM capacity, enhancing the quality and variety of products available on the LANs. In the next fiscal year we'll begin replacing the first generation of LAN servers.

Internet access has brought daily challenges, and a "web" of confusion to

our libraries. While 60% of AF libraries offer some type of Internet access for customers, security issues and unreliable access threaten connectivity. With a DoD directive to pull all .mil Internet connections this month, libraries are scrambling to obtain commercial providers for customer Internet access. We are also continuing to work on the centralized Internet service so we can provide consistent, reliable access to our customers. Funding for the Internet Infrastructure Initiative, or "I3", is currently being worked at Air Staff level for an FY02 Program Objective Memorandum (POM) submission. Beta testing is targeted for mid-year, 2000.

The Library Electronic Ordering System (LEOS) continues in the development phase with testing projected later this fiscal year. Modeled after the "e-commerce" industry, LEOS will greatly improve the efficiency of the AF library central procurement process. And, another important part of LEOS is the scanning miles of files with purchase orders, invoices, and receiving reports. Testing on the scanning project will begin within the next month.

Besides expanding desktop access of the popular "Aerospace Daily" and "Federal Employees News Digest" to all Air Force Materiel Command customers command-wide this year, the command library program made a vast array of high tech information available via Computer Select Web, Facts.com and several Jane's Online publications. These are also available to AFMC customers command-wide, from their desktops.

The Air Force Research Laboratory Virtual Library project continues to expand electronic access for 9 sites, to journals, databases, technical reports, etc. They have recently completed negotiations for access to 1100 Elsevier journals, completed negotiations to add Inspec database access, and IEEE, with 584 titles, should be up by the first of the year. Negotiations continue for establishing access to Compendex, IOP and Academic Press.

The Phillips Laboratory Virtual Library at Kirtland (considered a prototype for the Virtual Library Project), won the Smithsonian/Computer World Innovative Technology award in April. There were 4,000 global nominations and 460 plus winners. The Phillips Lab technical library has also been designated an Innovation Center for the Secretary of the Air Force, Acquisitions, (SAF/AQ) Integrated Digital Environment Project.

Most of our libraries have successfully resolved Y2K problems, with a few remaining ILS installations coming early in 2000.

Our technology expert, business analyst, and special projects director "extraordinaire", Robert Lanning, accepted a position in the private sector in

Nov 99. His knowledge and skills with computer applications, new technologies, and information management launched the Air Force Libraries into the 21st century. His humor, helpfulness, and encouragement inspired us all - he's missed tremendously!

In FY99, the central procurement program continued to show a significant savings of 25%, or $1.3 million, far exceeding any savings libraries could achieve through individual orders.

Providing library materials and services to personnel at deployed locations was at its highest "operations tempo" since Desert Storm. While AFLIS centrally procured over 600 periodical and paperback kits for over 200 sites around the globe, the larger operations in the Balkans and Southwest Asia received the greatest support. The Library Service Center (LSC) at Ramstein Air Base sent large quantities of supplemental materials such as compact discs, videotapes, and audiocassettes to remote sites and contingency operations. And, following the trend in virtual libraries, the HQ Air Combat Command Library Office enhanced research capabilities at five Learning Resource Centers in Southwest Asia by procuring online and CD-ROM resources. In addition, Congress approved a special MWR allocation of no-year funds for the Library Program to support the information needs of deployed personnel. Recognizing the importance of consistent and reliable access to all types of informational products, HQ ACC and HQ USAF Services took the lead on establishing a Unit Type Code (UTC) for three military personnel to operate the Learning Resource Centers at all fixed deployment locations. Future initiatives for these sites include distance learning programs and online reference support. These mobile military units will continue to receive much emphasis as the new Expeditionary Aerospace Force/Air Expeditionary Force begins this year.

The renewed emphasis on the Chief of Staff (CSAF) Professional Reading Program highlighted the importance of aerospace power and promoted pride in the Air Force heritage. The Headquarters Services Agency Libraries Branch played a major role in receiving, tracking, unpacking and repacking, and shipping over 8500 books to 100 locations. Needless to say, teamwork and perseverance from my staff ensured the books were shipped to AF libraries quickly and efficiently. To promote the CSAF program, the Air Force History Office launched a "Book of the Quarter" program in Sep 99. Libraries also received reading group guidance and public relations items.

Training became more imperative as Air Force libraries continued on an increasingly challenging course. Our first class for Quality Assurance Evaluators (QAEs) was conducted in Jan 99. Since many QAEs had neither

library knowledge nor expertise, this course was essential for providing a foundation for Air Force library operations, services and programs. The QAE class will be held again in Jan 00, and we'll again stress the QAE's role in the success of these contracts.

The Library Activity Manager's class was held in Apr 99, with another planned for Apr 00. During the two-week course, new librarians were exposed to the details of the Air Force library program as well as an overview of the Air Force culture.

And, our dynamic training program would not be complete without our annual Air Force Librarians' Workshop. Held in New Orleans LA just prior to ALA, the "Web of Knowledge" provided sessions on library technologies, knowledge management, copyright and licensing, outsourcing, and central procurement. Our Services Agency commander, Col Horace Larry, gave an invigorating and informative opening address, (including a hula-hoop challenge for myself - I did not win.) Ms. Betsy Wiersma, president of Creative Event Development, concluded the workshop with the "Spirit of the Big Idea", presenting Air Force libraries as the "center of knowledge" for their installations. Over 90 attendees not only enjoyed the ambiance of New Orleans, but also exchanged ideas and issues with their colleagues.

Facility upgrades and renovation projects have been numerous due to outdated infrastructures as well as requirements of new technologies. The new Langley AFB Library (which replaces the structure destroyed by fire in Jul 96), boasts 23,000 square feet and is scheduled for completion in Feb 00. Due to funding constraints, most new construction projects combined libraries and education centers, giving libraries higher visibility with the student population. Holloman AFB recently completed a Learning Center, and both attendance and circulation almost doubled. Fairchild AFB Library/Education Center will open this spring, and MacDill and McConnell are in the design phases

Competitive sourcing continued to impact many more Air Force libraries and staff - but we've accepted this change and continue to move forward. As SUN TZU once said: "Opportunities multiply as they are seized." To date, a total of 36 Air Force libraries are contractor-operated; 31 have been outsourced since Apr 97. Of the 36, 30 are general libraries and 6 are technical.

Needless to say, the contracting process added additional responsibilities to my office and the MAJCOM librarians. Contracting created a tremendous workload for the Command Librarians who provide initial training to all new

contract librarians and frequently serve on technical evaluation teams, review statements of work, and provide quality control oversight.

In closing, I'd like to thank all the dedicated librarians and their staffs who diligently provide outstanding service to our customers around the world. Their responsiveness, energy, and commitment sustained library programs for Air Force people and other military forces stationed on Air Force installations. A quote by Harold Taylor aptly describes this:

"The roots of true achievement lie in the will to become the best you can become."

REPORT ON THE ARMY LIBRARY PROGRAM
PRESENTED AT MILITARY LIBRARIANS' WORKSHOP
WILLIAMSBURG, VIRGINIA
TUESDAY, DECEMBER 7, 1999

1. Army Library Steering Group. Met in June and November 1999. Current projects include a new Army regulation, Army pamphlet, annual statistics report, and strategic plan.

2. Moratorium on Closing of Army Libraries.   On 11 August 1999, Mr. Patrick Henry, Assistant Secretary of Army (Manpower and Reserve Affairs), extended the moratorium on closing Army libraries to October 2001. Copies of this letter were distributed by this office to MACOM and SAC commanders and command librarians o/a 5 November 1999.   Two exceptions have been requested since October 1998. One was recommended for approval; 1 was disapproved.

The HQS, CECOM request for exception to the moratorium will be recommended for approval to allow the CECOM Logistics Readiness Maintenance Technical Library (MTL) to merge with the CECOM Research, Development and Engineering Technical (RDEC) Library at Ft. Monmouth, NJ. The MTL has a collection of 15,000 technical manuals and 1,000 reference materials. The MTL librarian will move to the RDEC Library.

The US Army Corps of Engineers request for a blanket exception to the moratorium to allow closure of any USACE library was not approved.

The DoD moratorium on closing MWR libraries, signed by Mr. Francis M. Rush, Acting Assistant Secretary of Defense, on 7 October 1998, remains in effect until completion of a DoD study. The DoD study has not started yet. Copies of this letter were distributed to MACOM librarians by the Library Branch, US Army Community & Family Support Center.

3. Library Realignments/Consolidations.

a. The HQ, USAREUR Library office has been realigned under the Army Continuing Education Service. Currently the realignment affects only the HQs level. Community libraries will remain where they are. However, 2 subordinate commands have already moved from MWR to ACES.

b. Community Library, Tripler Medical Center, Hawaii began servicing the Veterans Administration's Center for the Aging through an interdepartmental partnership agreement.

c. New Command Established. When the new Army Test & Evaluation Command was established in October 1999, 3 AMC libraries moved to the new command. They are Dugway Post Library, Yuma Technical Library and White Sands Missile Range.   There is no command librarian.

4. Commercial Activities Update. The US Army Pacific Command (USARPAC) and the US Army Training & Doctrine Command (TRADOC) are initiating management studies of general libraries in lieu of the competitive A-76 process. The White Sands Missile Range consolidated general and technical library won the competitive review and is operating under the most efficient organization (MEO). General libraries in FORSCOM, MDW, and AMC currently under A-76 study are Forts Polk, Lewis, Bragg, Myer, and Selfridge Air National Guard Post Library.   The HQ, Army Materiel Command Technical Library is also under A-76 study. A performance work statement (PWS) for general libraries, prepared by the Library Branch, US Army Community & Family Support Center, is available on the web at http://www.armymwr.com.   Use of the PWS is encouraged.

5. Commercial Activities Study.   MAJ (P) Mike Santens, a University of Southern California student and Army Acquisitions Corps officer, is writing his doctoral dissertation on A-76 studies in military libraries. This office is working with the Ms. Barbara Wrinkle, the Air Force Librarian, to provide MAJ Santens qualitative and quantitative evidence from current library outsourcing initiatives and alternatives. Most of the data is expected to come from the Air Force, which has gained a great deal of A-76 experience in recent years. MAJ Santens' work is expected to assist the Army in using Air Force lessons learned in the A-76 process.

6. Morale, Welfare, and Recreation (MWR) Library Standards.   The Army's MWR Board of Directors recently approved baseline standards for libraries and other MWR activities. The baseline standards were developed by Ms. Barbara Christine, Chief, Library Branch, US Army Community & Family Support Center, in coordination with MACOM librarians. The baseline standards apply to all general libraries and assure that Army general libraries will receive the same support that is typically found in U.S. public libraries. Statistical data compiled by the US Public Library Association was the foundation for determining many baseline support elements.   Cost estimates for MWR activities meeting the standards will be submitted to the MWR Board of Directors in March 2000.

7. Library Automation and Services.   A new integrated library system from EOS International is in various stages of implementation

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throughout the libraries in Korea. The Marshall Center Research Library in Garmisch, Germany, implemented Horizon, an integrated library system from Ameritech Library Services, in September 1999. The Pentagon Library expects the Virtua integrated library system to be operational in January 2000. Among the libraries with digital projects are National Defense University (Papers of Chairmen of Joint Chiefs of Staff) , Combined Arms Research Library (Historical materials), Watervliet Arsenal (Publishing technical reports in PDF on the library intranet), and the US Army Transportation School Library (course materials to support distance learning).

AMEDD. AMEDD is implementing Voyager which will be regionally-based and generally located in the MEDCEN libraries at the Regional Medical Commands (RMCs). Migrating to a standard IOLS throughout the command will offer enhanced access to AMEDD MEDLI-NET collections as well as to remote knowledge-based information resources. The search interface supports searching AMEDD library holdings collectively or individually. The Voyager implementation is underway at 6 regional sites and will be completed by the end of this fiscal year.

A key component of creating the AMEDD libraries information future is advancing the development of Army Medicine's Virtual Library of digitized and electronic knowledge-based information resources. The AMEDD MEDLI-NET Web site serves as the AMEDD's portal to these resources. Desktop access to the following searchable full-text databases is available:
1) National Library of Medicine's Internet Grateful Med and PubMed.
2) Health Reference Center (consumer health/patient education information).
3) PsycINFO.
4) Health Business FullTEXT (140 health care administration journals).
5) Stat!Ref (a collection of 30 full-text general medical and specialty textbooks).
6) MD Consult (35+ medical textbooks, 48 journals, practice guidelines, drug information, patient education, and continuing medical education).

The AMEDD Center & School's Stimson Library and the Walter Reed Army Institute of Research Library will serve as document imaging testbed sites for incorporating locally-owned special collections into the Voyager IOLS.

Closely related to the testbed project is implementing a Web-based resource description system using metadata for the identification, description, and location of digitized resources on the Internet.

MERLN - EUROPE.   The Military Education Research Library Network (MERLN) is the web presence of the military education libraries in the United States and Europe. It offers the best military education collections in the world. The contents of MERLN represent over 200 years of collection development efforts by military libraries. For example, a user can find 19th century translations of Sun Tzu as well as current information on military conflicts. MERLN is hosted on a Partnership for Peace server at the National Defense University and at the George C. Marshall European Center for Security Studies in Garmisch, Germany. A new initiative is underway to establish MERLN- Europe with the Marshall Center as host. Potential participants in MERLN-Europe include military libraries in NATO and Partnership for Peace member countries. Ms. Sarah Mikel, Director of National Defense University Library, and Ms. Marcy Hampton, Director of the Marshall Center Research Library, conducted talks on this new initiative in Sophia, Bulgaria, in November 1999 with librarians from the NATO and Partnership for Peace military libraries. MERLN is searchable at http://www.ifn.pims.org:8000/.

8. Library Facilities

a. New buildings. A combined education center and library/archives is underway White Sands Missile Range. New libraries are planned for Fort Drum, Camp Red Cloud, Camp Hovey, and Camp Howze. In the case of 3 libraries in Korea, the new buildings are due to 1999 flood damage.
b. Renovations are planned or in various stages of implementation at Fort Myer, Fort Hood, and the George C. Marshall European Center for Security Studies Research Library (Garmish). The Pentagon Library is being renovated as part of the complete renovation of Pentagon.
c. Camp McGovern in Bosnia has been operational since Spring 1999 thanks to Sherrie Floyd of Vicenza Post Library who set it up. Pictures of Sherrie at Camp McGovern were on the USAREUR Library website.

9. Librarian Career Program. The librarian career program is currently one of the tracks within the Information Technology Management Career Program 34, for which the ODISC4 has proponency.   Army Civilian Training, Education, and Development System (ACTEDS) funds from ASA (M&RA) support career program interns, developmental assignments, and the Army Library Institute.
Vacant career program positions are filled by referrals from the pool of careerists registered in the Army Civilian Career Evaluation System (ACCES).
Interns. Four librarians selected for intern positions in FY 99 are currently serving in TRADOC, MEDCOM, USACE, and the Pentagon Library. ASA (M&RA) did not fund new intern positions in FY 00.

TRADOC Intern Debra Alexander and USACE Intern Nancy Faget attended MLW.

Developmental Assignments. In FY 99, 32 librarians participated in developmental assignments, which included a university mentorship program, college courses, commercial training classes, and library conferences. In FY 00, 4 librarians have completed developmental assignments and 20 others have been selected for assignments in 2nd and 3rd quarter. Additional training opportunities for the remainder of FY 00 will be offered during the 2nd quarter.

Army Library Institute (ALI) 2000. ALI, the annual training event for Army librarians, will be hosted by FORSCOM in Atlanta in June 2000. Approximately 100 Army librarians attend the training each year. A combination of ACTEDS funds and registration fees support ALI. Tentative topics include library digitization, knowledge management, customer service, library consortia, outsourcing, and distance learning.

ACCES. Approximately 135 librarians are registered in the EasyACCES referral system. This is a marked decrease from the approximately 500 librarians registered in the pre-1999 ACCES referral system. This reduced pool of candidates has made filling vacancies a major challenge. The Army Library Steering Group is expected to address this issue with the development of an effective recruitment program in FY 00. ACCES is open to other federal librarians for referral to Army jobs and are encouraged to complete the EasyACCES registration packet at the Army Civilian Personnel Online website. (http://www.cpol.army.mil/).

Future Challenges.

1) Plans to implement the Unified Resource Concept in MWR will convert all MWR employees to non-appropriated fund employees. This is expected to adversely impact our ability to attract librarians for MWR libraries from both inside and outside the Army unless there is complete portability between APF and NAF personnel systems. Ms. Barbara Christine and I will be studying this issue during the next year.

2) Recreation Delivery System is a new concept of MWR staffing which creates programming and operations teams. The programming teams support structured events; the operations teams support internal operations, such as building security, paperwork processes, self-directed activities, such as libraries. Librarians and library technicians will not have their job series changed, nor will support of either programming or operations negatively impact the workload within libraries.

10. NIPRNet Update. The memo of 22 August 1999 from Office of Assistant Secretary of Defense established 15 December 1999 as the deadline for all OSD activities to obtain Internet connectivity via the NIPRNet. This requirement excluded MWR activities, specifying that

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MWR activities can use commercial Internet service providers (ISPs) without DISA approval as long as there are no cross connections between the ISP Internet and the NIPRNets. However, the Army's DISC4 message of 14 September 1999 states that it is Army policy that MWR Internet access be via the NIPRNet.

The issues for libraries include the following:

a. identifying and eliminating cross connections between NIPRNet and ISP while facilitating access to automated library resources from home and office, providing customers access to the Internet, and meeting DoD security requirements.

b. libraries must weigh benefits between NIPRNet and ISP connections to the Internet realizing that if they move away from the NIPRNet they are distancing themselves from interconnectivity and transfer of information between military networks and their automated systems.

c. MWR Libraries continuing on the NIPRnet will be in a position for seamless acceptance of any solution that keeps MWR within the military network domain without jeopardizing security and that may be obtained by OSD on behalf of all the services.

Ms. Barbara Christine and I have a meeting in January 2000 with the DISC4 Information Assurance Office representatives to clarify guidance for Army libraries.

11. Army CORC Project.   As of July 1999, eight U.S. Dept. of Army libraries under the direction of the DCSPER (U.S. Army Deputy Chief of Staff for Personnel) were participating in the OCLC (Online Computer Library Center) Project entitled CORC (Cooperative Online Resource Cataloging). The participating libraries are the National Defense University Library, Pentagon Library, U.S. Military Academy Library, U.S. Army Combined Arms Research Library, U.S. Army War College, and USACE Office of the Chief of Engineers Library, USACE Waterways Experiment Station Library, and USACE Cold Regions Research & Engineering Laboratory Technical Information Center.

The purpose of CORC is to improve Internet resource discovery by creating a database of Dublin Core metadata records describing Internet resources.

The OCLC pilot project is based on the WorldCat model of libraries cooperating to build a database. There are currently over 100 libraries worldwide participating in the CORC project with many represented at the CORC Participants meeting in Dublin, OH, in early November. The

CORC project has already proven so successful that OCLC has decided to put the CORC database into production in July 2000. Important for all of us is the OCLC decision to integrate the CORC database into WorldCat.

The Army library participants are working together to catalog Army websites and documents to insure full coverage.   They started first with the resources produced by their own organizations. Once that is complete the libraries will branch out to insure full coverage of Army Internet resources. Libraries have the option of whether to add the catalog records to their own OPACs. Army participants agreed to commit 4 hours per week per library, stick with standards, and work together to catalog Army websites to insure complete coverage. The goals of the Army CORC Project are to:

1) Build a database of metadata records describing Army web resources which can be hosted on the Army homepage, thus providing the Army with improved user access to its own web resources.
2) Gain experience working with the Dublin Core metadata standard, a new and simpler cataloging format than MARC.
3) Influence the future direction of CORC. As of end of October 1999, Army libraries had cataloged 554 Army web sites in CORC. About 8 other Army libraries have expressed interested in joining the Army CORC Project which will continue until 30 June 2000 when OCLC plans to put the CORC database into production.   They are 4 USACE District libraries (Little Rock, St. Paul, San Francisco, Galveston), Redstone Scientific Technical Info Center (Huntsville, AL), Special Operations Command Library (Ft. Bragg, NC), Aviation Technical Library (Ft. Rucker,AL), and several MEDCOM libraries.

12. Awards.

a. US Army Hawaii Library System won Best Recreation Program award for 1998-99. Award comes with $1000.

b. Sybil Bullock, who retired from Redstone Scientific & Technical Information Center in January 1999 after 34 years of service, received the Civilian Meritorious Service Award.

MLW Army rpt1299   12/21/99

Military Librarians Workshop, 1999
Navy Report

At Navy, 1999 has been a year marked both by positioning and getting new projects underway, as well as business as usual…that is to say library staffs struggling to provide quality and innovative services with flat or decreasing budgets and staffing. Here are some highlight items for this year:

Realignment:

In January, the library policy function was realigned under the Department of the Navy Chief Information Officer (DON CIO). At that time, Mr. Dan Porter, the CIO for then just three months, established his new organization. The Librarian of the Navy (LN) function has been assigned to a team concerned with building and integrating enterprise-wide (Department-wide) activities, such as knowledge management, licensing, IT investment practices, and IT competencies.

At a personal level, this may have been the hardest year I've ever put in: the pace has been unbelievable, but the opportunity to bring attention to Navy library issues has been unparalleled in the six years I've been LN. I have found enormous interest and curiosity about our issues by the CIO and the entire staff of about 70 IT professionals, recognition and respect for the knowledge and expertise of librarians, and very high expectations for our role in the increasingly network-centric Navy. This realignment to the CIO coincided with a growing Navy interest in knowledge management (KM) and has provided great opportunity to bring librarian skills to the development and support of KM initiatives.

As a result of this realignment, our Naval library policy objectives have been formalized within the Department of Navy IM/IT Strategic Plan and also the Implementation Plan. You can peruse the Plan at our web site (www.doncio.navy.mil).

 Here are some highlights of recent activities and news:

Rotating Librarian:

In May, when I relocated to San Diego, the CIO resourced augmenting my level of effort with support for a rotating librarian in Washington . The first rotating librarian was Dr. Maxine Reneker, library director at the Naval Postgraduate School, who worked at the CIO office from May through August. The second rotating librarian is Suzanne Ryder, library director at Naval Air Warfare Center, Aircraft Division, who started in mid-November. The benefits of this arrangement include gaining the new

fresh perspectives of the rotating librarians, as well as providing an opportunity for naval librarians to work at the Department level.

LN Upgrade:

In July, the LN position was upgraded to a GS-15.

SECNAV Instruction:

We're getting close to completing a revision of our governing SECNAV Instruction in which we hope to better articulate the role and mission of naval libraries in providing information services to all personnel regardless of their organization and physical location.

Web Presence:

Library affairs now have a place in the CIO web presence. If you go to the CIO web site and look under the focus area, Library and Information Science, you'll find information and links selected to inform non-librarian visitors to the page about library affairs. There is also a link to a page of content for naval librarians under the heading Consortium of Naval Libraries.

Process Modeling:

Another CIO sponsored project underway is process modeling of naval libraries. This is a pilot project to model some key areas of naval library processes and look for opportunities for improvement. We've held three workshops with naval librarians and modeled 3 core 'as-is' process areas: acquisitions and collection management, technical processing, and information access and delivery. In early 2000, we'll start work on defining 'to be' processes in the areas of enterprise licensing and IT infrastructure support.

Content Licensing:

Members of the Consortium and I have been very busy in the last few months on procuring and licensing content. Since the CIO has sponsored for several years a Department Enterprise Licensing Working Group, our Consortium of Naval Libraries efforts in this area are of great interest and members of that working group are anxious to share experience with us.

Some of you may have heard Kathy Wright's presentation at last year's MLW on our Consortium pilot procurement project. This year, it has grown to include more participating sites, more resources procured, and much greater cost benefits realized. I'll be discussing this effort tomorrow at the session on Procurement of Electronic Services at 3:45.

Consortium of Naval Libraries:

We have two new Consortium Working Groups this year: Online Literacy focused on sharing expertise and developing resources for training patrons in use of online resources, and Digital Libraries focused on sharing information on approaches and techniques for digitizing and managing digitized collections. In fact, the chair of that working group, Connie Wiley, will be participating in a Digital Library Applications panel here on Thursday.

Portal Projects:

A major CIO sponsored project is building an enterprise information and knowledge portal to support decision-makers and managers. The CIO has dubbed this The Next Generation Library project because we are trying to integrate virtual library and librarian services with knowledge capture and sharing technologies within a portal concept. We will be attempting to apply those technologies to both internal information sources, e.g., email and office documents, as well as external sources, such as news feeds and commercial databases and e-journals. A second portal is being developed in tandem at the Naval Postgraduate School, and we share the same contractor, Logistics Management Institute, who will build the system. We will also leverage content and software sharing between the two portals. Several knowledge portals have been or are in development throughout the Navy, but these 2 portals are unique in that librarians are principals in their design. Another interesting aspect of this project is that we will address how multiple portals can reveal themselves to one another. Obviously, we are going to be thinking hard about taxonomies and meta-data.

Academic Library Benchmarking:

Last month, our academic library directors received word there will be an in depth study of library costs. Since justification of book and periodical requirements has been difficult for all DoD higher education institutions, this study will attempt to develop acceptable benchmarks. The Center for

Naval Analysis is going to provide the statistical analysis support for the study that will continue until early February.

Contracting Out:

Similar to the general library side of the house, special libraries continue to be part of installation commercial activity reviews and are in various stages of the study process. At the Naval Air Warfare Center, Aircraft Division, Patuxent River, MD, however, the evaluation of government and commercial proposals has been in process since late summer, with the results to be in early February.

Additional News Highlights:

- The Navy Department Library reports gearing up to celebrate its 200th birthday (March 31, 2000)! One of the special events will be publication of the Library's catalog of early imprints. In addition, two positions were upgraded under the revised OPM Classification Standards, and DOD Legacy Grant FY 2000 of $180,000 will be dedication to preservation of World War I and II documents.

-Many of you will have the pleasure of touring the new Armed Forces Staff College Library on Thursday. The space has been increased from 16,000 to 41,000 square feet that includes a new special collections room, conference room, faculty carrels, video library, compact shelving in two areas, and much needed room for growth. Gail Nicula says the last book was put on the new shelves at 4 p.m. on June 18th, followed by a brand new class of students 10 days later on June 28th.

-The Naval Surface Warfare Center, Carderock Division in Philadelphia implemented a new database system, SCRIBE, which was designed in house. That command's Machinery R&D Directorate was relocated from Annapolis to Philadelphia, so that now for the first time in history, the R&D as well as the in-service engineering for all of the Navy's machinery resides in one organization at one location in Philadelphia.

-Navy Environmental Health Center implemented the EOSI Q Series ILS this year joining several other Naval libraries as EOSI system users. It was implemented as a joint system by the Naval Medical Center San Diego and the Naval Hospital, Camp Pendleton last year.

-Naval Air Warfare Center Weapons Division, China Lake, reports almost doubling its book budget this year, and developed current awareness projects with 3 departments that resulted in an additional

$30K of funds for library materials.

-Alice Hadley, librarian at the Naval Hospital in Guam, created an electronic distribution list of Navy medical librarians to share results of web mining as well as news of general interest to medical librarians.

-The Ship Intermediate Maintenance Activity (SIMA) Norfolk Technical Information Center served as the functional expert and beta test platform for development of the Naval Sea Systems Command Technical Library Management System for wide area networking. This is the Navy system for managing and supplying technical manuals and drawings to ships and installations. SIMA expedited 200 engineering drawings to ships at sea during the Bosnian crisis. Currently, SIMA Norfolk serves as a hub with two customer service sites for the mid-Atlantic region.

-Naval Undersea Warfare Center, Newport, RI supported the Project LOOKBACK (Executive Order 12958) effort to review that command's publications from 1940-1976. Over 10,000 documents were identified, reviewed and almost 5,000 were declassified.

-Naval Coastal Systems Station, Panama City, FL, phased out its Datalib ILS and purchased the SIRSI system. In addition, collections from the Naval Mine Warfare Engineering Activity, Yorktown, VA were merged with the Station's in the new OPAC.

-Concluding special library news on a sour note, Connie Walker, librarian at the Naval Hospital, Pensacola, was just one of many Navy librarians reporting major problems in getting bills paid promptly, if at all, by DFAS. It would be interesting to know if the other services are experiencing the same problems with DFAS.

From the general library side of the house:

There was solid funding for the General Library Program requirements, resulting in some significant improvements for ship and shore libraries during 1999. Technology, multimedia, and library standards were the hot areas.

Ships:

For our shipboard libraries: Fleet Recreation Initiative and OSD Quality of Life funding were used to upgrade computer, audio and video equipment in 100 ship/submarine Library Multimedia Resource Centers (LMRCs) and to provide CD-ROM and online full text periodical support to all surface ships. All 300 fleet LMRCs received additional book, CD

and A/V materials. New and expanded LMRC services included digital cameras, recorded books, ILS's for large ships, and preinstallation of Navy training advancement and educational products on LMRC servers.

The big challenge has been to find the proper balance among technology options. Most ships have limited library Internet service due to bandwidth and priority mission support requirements. Additionally onboard many ships, the sailors' overwhelming demand for e-mail service can severely limit computer availability for CD-ROM use and word processing. Training LMRC staff is another constant challenge. LMRC labs have now been established at the Religious Program Specialist A School and at the Chaplain's School. These mini LMRCs will provide opportunity for indoctrination and instruction in LMRC management and operation.

Shore:

In February, OSD released the first DOD-wide standards for MWR libraries. Within Navy, the standards apply to all shore libraries supported by the Chief of Naval Education and Training (CNET) under the Naval General Library Program. There are two levels of standards: mandatory, core and premier facility. The mandatory, core standards cover: facilities including environment, infrastructure, and space use; reference and research capability; ILL and doc delivery; multimedia collections; computer, Internet, fax and repro services for patrons and staff; email for staff; ILS functions; and patron orientation to library programs and services. In addition, staff are to meet OPM classification standards for the 1410, 11 and 12 series, receive at least twice yearly training in core library services, and be cross trained to ensure patrons receive competent service. Libraries are also to develop marketing and long-range budget plans and to use partnerships with other libraries and consortia to achieve economies and efficiency and to expand services. CNET distributed the standards in May and tasked local commands to develop a three-year plan to meet the mandatory, minimum-core standards. The central program will conduct an assessment in January 00 to determine the current status of libraries in meeting the core standards and to estimate the cost of full compliance. A portion of this year's central funding will also go towards helping libraries meet the standards.

Central Program Support:

To assist in meeting core DOD standards, the central library program's FY99 book support was in the area of upgrading reference and nonfiction

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collections. The central program office issued a technology data call to ensure that all libraries have at least a minimum level of electronic services. Each library was authorized a funding level and the ability to spend its dollars on a preselected list of hardware and software. Choices included multimedia workstations, laptops, printers, document scanners, network servers, CD towers, webcams, online and CD reference databases and general interest CD products. Over $1.1M was expended: 65% for hardware; 45% for content. Libraries have already received most of the products; the hardware procurement will be finalized this month.

CA Review:

Libraries continue to be part of installation commercial activity reviews. The most recent contracting initiative has been at the Naval Computer and Telecommunications Station in Guam. Raytheon has been awarded the contract for the station's MWR program, including the library.

Disaster:

A fire recently destroyed much of the building housing the library and other MWR services at Naval Weapons Station, Earle. There were no personal injuries and the extent of damage is still being assessed. On the positive side, the Disaster Preparedness Workbook for US Navy Libraries developed by Bob Schnare, Naval War College Library, provided a wealth of information for handling water and smoke damaged materials.

Conclusion

Well, that was the year that was in Navy. I would like to extend a special thanks to all Naval librarians for their hard work and generous efforts. Since we do not have a centralized organization or resourcing, much of our progress is owing to the volunteerism of Naval librarians working for the common good. To reiterate: this has been a very challenging year for all of us. Realignment of library policy to the Department level is definitely presenting opportunities to develop new approaches to some of our major issues…and 'put some rocks in the jar' (per Susan De Mattia's story) for the 21st century of Naval library and information services. Navy looks forward to welcoming you in the new century at next year's Military Librarians Workshop to be hosted by the Naval Postgraduate School in Monterey, California.

FLICC/FEDLINK Update
Susan Tarr, FLICC Executive Director
Military Librarians Workshop
December 7, 1999

Since my last report to military librarians in 1998, FLICC has made notable progress in several important program areas: FLICC Awards, LC Bicentennial celebrations, FLICC Forum 2000, Video/Distance Learning Program, Federal Librarians' Handbook, General Counsels Forums, Federal Library Advocacy, and FEDLINK program improvements.

FLICC Awards

The FLICC Awards Program had a very successful first year in 1998: Military libraries earned top honors for Librarian and Library Technician; Joan Buntzen, Librarian of the Navy, was named Federal Librarian of the Year for 1998, and Connie Clarkston, David Grant Medical Library, Travis Air Force Base, was honored as the 1998 Federal Library Technician of the Year. In addition, the Defense Technical Information Center (DTIC) shared top program honors with the National Institutes of Health Library for 1998 Federal Library/Information Center of the Year. It was announced by FLICC that award winners may not be renominated for three years after receiving a FLICC Award. Nominations for 1999 awards closed November 15; the 1999 awards will be presented at the March 30, 2000 Annual FLICC Forum.

LC Bicentennial

The FLICC ad hoc working group on the Library of Congress Bicentennial completed its work on a toolkit to assist federal librarians in using the LC celebration to highlight the history and achievements of their own library. The working group designed and printed a special poster and bookmarks (copies of which are available at the MLW registration desk); these will be mailed to all federal libraries (for which FLICC has current addresses) early in 2000. The remainder of the toolkit is available on the FLICC Web site (http://lcweb.loc.gov/flicc). Included in the FLICC LC Bicentennial Toolkit are: special federal libraries LC Bicentennial letterhead, a sample press release, tips for planning library programs and open houses, ways to celebrate federal libraries, and a 10-page chronology of federal libraries/information centers.

FLICC Forum 2000

On March 30, 2000, FLICC will sponsor its Annual Information Policy Forum, this year entitled, "Government Futures: Impact of Information

Advances in the 21st Century." The program will feature panels on the future of all three branches of government: Legislative, Executive, and Judiciary. We will be attempting to cybercast the program for those outside DC area. Please contact FLICC for additional information if you want to receive the broadcast.

Video/Distance Learning

Over the past two years, FLICC has been building its technical capability for remote access to educational programs. FLICC staff are now able to produce edited, high quality videotapes of the programs that are available live only to those who can get to Washington, DC. The videotapes continue to be available through interlibrary loan at the National Library of Education. If you want to know what is available, check our Web site. The technology we are adding this year will support live and recorded video over the Internet, using LC's RealMedia server. On December 2, we conducted a successful live test to broadcast the quarterly FLICC meeting. We hope to have a recorded video on the FLICC Webster by January and live transmissions implemented in time for the FLICC Forum in March. The transmissions will require a viewer to have downloaded RealPlayer to the desktop computer.

Federal Librarians' Handbook

Under the leadership of Chair Denise Lomax (Bureau of Prisons Library) and 12 volunteers, FLICC has produced a handbook to "serve both as a resource tool for librarians new to the federal community and a quick reference guide for established federal librarians." The Federal Librarians' Handbook will be available on the FLICC Web site (lcweb.loc.gov/flicc) by December 30, 1999. Its Table of Contents includes:
    I. Introduction
    II. Reference/Referral
    III. Resources/ Collections
    IV. Federal Depository Library Program
    V. Contracting Out and Outsourcing
    VI. FLICC/FEDLINK
    VII. Copyright
    VIII. Resources

General Counsels Forums

In 1999, FLICC initiated a forum for federal library directors and attorneys in their agencies' general counsel offices to discuss legal and policy issues of mutual concern. The first two forums (in February and July) focused on Copyright and Fair Use; these will be reported in the fall

issue of the <u>FLICC Newsletter</u>. In October, the third forum covered trademarks and Web domains and was led by an attorney from the Patent and Trademark Office. These forums have been limited by invitation to just the permanent members of FLICC (i.e., the cabinet-level agencies, the national libraries, the Supreme Court and Administrative Office of the Courts, and selected additional information agencies) in order to allow for roundtable discussions. Each forum has drawn participation from 60-70 librarians and attorneys. The next GC Forum will be hosted at NARA and cover the laws and regulations on electronic records management.

<u>Federal Library Advocacy</u>

A number of the activities I've mentioned (Awards, LC Bicentennial, GC Forums, FLICC Forum 2000) have helped and will help raise the visibility of federal libraries. In addition, FLICC has initiated conversations with the Special Libraries Association regarding a partnership on programs, events or publications; we have been working with Congress to get their support for carryover authority in a FEDLINK revolving fund; and we are broadening our FLICC promotion programs through press releases and wider media coverage. Other ideas from the FLICC membership for raising the visibility of federal libraries include: public relations/marketing training; inviting congressional staff to meetings and programs; federal librarian visits to congressional offices; seeding Appropriations questions on agency libraries. What can FLICC do to help you raise the visibility of and support for military libraries?

<u>FEDLINK</u>

The best news about FEDLINK is that fees will be stable for FY2000, after a fee reduction for transfer pay accounts in FY1999. FEDLINK has made good progress on several of its customer services initiatives (such as pushing back the deadline for add-funds to September 15); reduction of the number of copies of the IAG will be implemented in January; and we are on track for online registration for FEDLINK for FY2001. We spent a great deal of staff time and effort with the renewal process for our biggest online services vendors this past summer. I have invited Network Program Specialist Kathy Eighmey, who participated in all those meetings with vendors to provide a first-person account of what was accomplished.

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Federal Librarians Qualifications Update Panel
Kathy Eighmey
Library of Congress
December 8, 1999

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As you are aware with the help of FLICC and its hard working Personnel Working Group for a couple years ago, OPM updated and upgraded its classifications standards for positions in the 1410 (Librarian) 1411 (Library Technician) and 1412 (Technical Information Specialist) series

FLICC published and distributed the 1994 OPM Classifications Standards for GS 1410, GS 1411 and GS 1412- FLICC Annotated Guide. (Available http://lcweb.loc.gov/flicc)

However, OPM never finalized the work on the minimum qualifications for hiring applicants into these positions. Some agencies accept the MLS as a requirement for anyone to qualify for consideration for a librarian vacancy, but others allow experience substitutions at various levels.

1st meeting June 1997 PWG re-energized to complete the process by updating the 1410 Qualification Standards. Shelly Dowling, Supreme Court Librarian and a member of the 1st PWG "Although OPM updated the classification standards in 1994, the minimum qualifications standards were not addressed by the PWG nor finalized by OPM. The current status was unclear and it appeared that depending on one's Personnel Department, agency's were not requiring the MLS and were hiring people based on experience and education. The test (developed in the 60's) was outdated and no longer being used by OPM to qualify people into the 1410 series."

Shelly Dowling described the 1st PWG's positions paper Qualification Needs for Federal Librarians, (updated August 1996) which was written at the request of Steve Perloff, Chief of OPM Qualifications Standards Branch, and gives background information on the library profession and the need to establish the MLS from an accredited library school as the positive education requirement to minimally qualify for the 1410 series

Personnel Working Group's Concerns
Eroding the profession is the MLS is not used as a qualifier
Personnelists do so few librarian vacancy announcements that they may not understand the profession and the need for a government-wide standard of the ALA accredited MLS.
There was a nagging question that possible problems arise in remote areas because people with MLS degrees are not available?
Contractors are bringing in non-MLS personnel because OPM's guidance is unclear.

2nd meeting was held Sept 1997 to discuss "The Test":
OPM stated that Test was not adequate tool for measuring an applicant's potential to perform as a professional.
The test was outdated and it was OPM's decision not to draft an alternative test.
FLICC concurred that testing is not an appropriate method for evaluating the eligibility of those who apply for librarian position

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A 3rd meeting was held during October, 1997 -
Perloff emailed the PWG the following statement:
OPM no longer gives the written subject-matter test in library science to persons seeking to qualify for GS 1410 Librarian series positions.

Persons who want to qualify for GS-1410 positions must for so on the basis of the education and/or experience provisions specified in the OPM qualifications standard.

Reference to the test will be dropped in the next revision to the OPM qualification standard for librarian positions.   Agency personnel specialists who have questions about this should contact Steve Perloff....

The demise of the "test"was posted at the FLICC Website (Feb. 1998)
Perloff presented the PWG with OPM's concerns regarding current qualification standards and suggestions for improved recruitment through use of precise KSAs
The PWG developed model KSAs for use in filling vacancies associated with public service, systems, cataloging.   Plans are to develop additional KSAs for acquisition and other specialized librarians positions including administrative, supervisory and managerial vacancies (FLICC web)

The PWG worked with the FLICC education working group who were developing core competencies for today's librarians using the KSAs developed by the PWG

During the Fall of 1997, the FLICC PWG set out to clarified their objective. They recommend to OPM that a ALA accredited MLS degree be established as the only acceptable qualifying standard for the 1410 series. A combinations of alternative non-ALA accredited MLS education and experience would no longer quality for entry into the 1410 series.

Request OPM provide written notification to agencies concerning its decision to eliminate the test as an optional means of qualifying for the 1410 series.

Develop KASs for vacancy announcements

Request that the 1410 series be included in the professional list OPM issues

Recommended that the next FLICC census of librarians (due in 1999) include a   question on educational background of library staff.

By March 1998 the PWG had finalized a letter to Steve Perloff, Chief Qualifications Standards Branch, OPM (See text on FLICC web)

"We share the concern that lead to OPM's decision --that the test had not been an adequate tool

for measuring an applicant's potential to perform as a professional."

"In general we believe that testing is not an appropriate method for evaluating the eligibility of those who apply for librarian positions and commend OPM's decision not to draft an alternative test."

"We appreciated your observation that Part C of the current GS-1410 qualifications standards, dealing with alternative ways to qualify, is confusing and difficult to apply. **Given our mutual sense that this factor is incomprehensible and that qualifications based on experience are adequately covered in Part B, we request that OPM issues a revised qualification standard that contains Part A and B but omits Part C."**

FLICC PWG Goal: to improve the 1410 series without affecting the status of librarians now working within the series to improve the current qualification standards by omitting confusing or outdated sections to provide model KSAs for vacancy announcements.

The PWG wanted to clarified OPM's misconception that "the rationale for the current low level qualifications for GS 1410 entry level positions was to accommodate small isolated military installations which had difficulty recruiting librarians"

At the request of the PWG, Janet Scheitle sent a letter to OPM to clarify that it is the Department of the Army's practice to recruit librarians with Masters in Library Science " it is neither the policy nor the practice of the US ARMY to hire non-mastered librarians at the GS 1410/09 level.

No response from OPM

On June 17 1999 a second letter was sent to Steve Perloff, Chief, Qualifications Standards Branch, OPM (See text on FLICC web)

Many job postings by OPM continue to refer to the test. It appears that personnel officers of Federal agencies were unaware that the test has been discontinue;

The PWG requested that OPM:
notify Federal personnel offices that the test is no longer a valid qualifying tool for librarians
edit vacancy announcements posted at the OPM site to eliminate reference to the test
amend the qualifications Standards by removing Part C.

[NOTE: In June 1998, OPM Service Center Directors and the Denver Distribution Center were notified that TEST 536, The Library Equivalency Test, should no longer be used. (Transparency)]   Part C of GS-1410 was revised deleting all references to the test.

***The FLICC PWG and the entire federal library community were unaware of this OPM notice. The PWG continued to press OPM and Perloff for action - unaware that Perloff had retired.

August 30 , 1999
PWG sent letter Honorable Janice R. Lachance, Director OPM requesting that OPM
delete Part C of the 1410 Qualifications Standards
inform agencies of the deletion of Part C and the elimination of the librarian examination, and
review 1410 vacancy announcements to insure that agencies comply with these changes

The PWG finally got a response from OPM (See Text on FLICC web)

OPM Qualification Standards for General Schedule Positions

GS-1410: Librarian Series

Basic Requirements:

All librarians must meet the requirements for professional education in library science or possess equivalent experience as shown for GS-7; however, applicants typically enter at grade GS-9 on the basis of a master's degree in library science.

Part A
Completion of 1 full academic year of graduate study in library science in an accredited college or university, in addition to completion of all work required for a bachelor's degree

OR

Part B
Completion of all the requirements for a "5th-year" bachelor's degree in library science and at least 1 year of library experience that included the performance of duties in one or more functional areas of librarianship at the GS-5 or higher grade level:

OR

Part C

A total of a least 5 years of a combination of college-level education, training, and/or experience.

To qualify on this basis, the applicant must establish conclusively that the education, training, and/or experience provided a knowledge and understanding of the theories, principles, and techniques of professional librarianship: a knowledge of literature resources; and the knowledge and abilities essential for providing effective library services.
Under this provision:
1. If an applicant qualifies on the basis of college-level education, he or she must have at least 1 year of library experience comparable in difficulty and responsibility to that of a GS-5 or higher level library technician, technical information specialist, or subject-matter specialist, e.g., a chemist, performing library services.

2. If an applicant qualifies on the basis of experience alone, with no college-level education or training, he or she must have had at least 2 years of library experience comparable in difficulty and responsibility to that of a GS-5 or higher level library technician.

3. An applicant may qualify under any time and quality equivalent combinations of the requirements shown in paragraphs (2) and (3).

4. Specialized training, e.g., training at a school for library technicians or through "in-house" courses, will be allowed appropriate credit depending upon its applicability and extent.

FLICC Personnel Working Group Members   (as of 12/01/99)

*Tad Downing, Chair, GPO
Alex Campbell, TRALINET
Mike Conklin, Treasury
Robert Ellett, Jr. Armed Forces Staff College
Suzanne Grefsheim, NIH
Kathy Eighmey, FLICC
Sarah Mikel, NDU
Ann Parham, Librarian of the Army
Sue Perella, retired librarian
Susan Tarr, FLICC
Carol Koenig, US Military Academy, West Point

Library Positions
in the Federal Service

Williamsburg

December 8, 1999

Federal Workforce Today

◆ 1.8 million employees- 40% in defense

◆ Down about 350 K since early 90's

◆ Average age 46 yrs / 17 yrs in government

◆ 44% female /30% minority/25% Vets

◆ 40% bachelor degree or higher

◆ 87% in metro areas/13% in DC

◆ 86% white-collar/11% sup/mgr

◆ Average salary $45,000

Some common themes

◆ Fewer people/more demands

◆ Skill imbalances/technology challenges

◆ Succession concerns

◆ Need for broader and more adaptive skills

◆ Generational changes in how employment is perceived

◆ Bottom line: we've got to hire some people!

GS-1410 Librarian

◆ 1,293 FTP employees as of 6/30/99

◆ 42% (547) in DOD

◆ 74% above age 45

◆ 55% with more than 15 yrs of service

◆ 85% with Master's degree

◆ 50% at GS-12 and above

◆ 76% female/14% minority

◆ 11% vets

GS-1411 Library Technician

- ◆ 878 FTP employees as of 6/30/99
- ◆ 54% (473) in DOD
- ◆ 59% above age 45
- ◆ 45% with more than 15 yrs of service
- ◆ 43% with Bachelors/ 6% with Masters
- ◆ 46% at GS-7 and above
- ◆ 78% female/36% minority
- ◆ 14% vets

GS-1412 Technical Inf Svc Spec

◆ 740 FTP Employees as of 6/30/99

◆ 31% (229) in DOD

◆ 60% above age 45

◆ 58% with more than 15 yrs of service

◆ 73% with Bachelors/30% with Masters

◆ 56% at GS-12 and above

◆ 72% female/28% minority

◆ 10% vets

Issues in Federal Qualification Requirements

◆ "Raise the Bar"

◆ Mandatory Educational Requirements

◆ Using Experience as an Alternative

◆ Competencies: An observable, measurable patter of skills, knowledge, ability, behavior and other characteristics derived from job analysis that an individual needs to perform work roles or occupational functions successfully

COMPETENCIES: EXAMPLES

General   Technical

General	Technical
◆ Basic	◆ Tied to occupation e.g.
◆ Communication/Collaboration	◆ cost accounting
◆ Business Acumen	◆ statistical methods
◆ Personal Awareness	◆ economics and banking systems
◆ Innovation	◆ internal controls

Legal Requirement: 5 USC 3308

◆ "The Office of Personnel Management or other examining agency may not prescribe a minimum educational requirement for an examination for the competitive service except when the office decides that the duties of a scientific, technical, or professional position cannot be performed by an individual who does not have a prescribed minimum education."

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For Further Information

◆ OPM'S Web site @ opm.gov

◆ Qualification Requirements
@opm.gov/qualifications

◆ Ed McHugh- Nationwide Examining Policy
(202) 606 1167 epmchugh@opm.gov

AIR COMBAT COMMAND
LIBRARY CS&P

LESSONS LEARNED

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CAROL EMERY

ACC COMMAND LIBRARIAN

DSN: 564-4108

carol.emery@langley.af.mil

OVERVIEW

- ▣ **Background**
- ▣ **Approach**
- ▣ **Critical Milestones**
- ▣ **MAJCOM Roles**
- ▣ **Summary**

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BACKGROUND
Definitions

- ▣ Competitive Sourcing (Outsourcing)
    - -- Transfer of a Function
    - -- Government retains responsibility and control
- ▣ Privatization
    - -- Transfer of control of an asset (land, facility, system) and associated activity
    - -- Public - $ - Private

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BACKGROUND
AF CS&P Goals

- ▣ Focus on Core Activities
- ▣ Performance and Cost Effectiveness
- ▣ Savings for Modernization
- ▣ Readiness/Mission

BACKGROUND
Dilemma

- **$$$ Limited**

- **Choices**

Force Structure
- **Modernization**
- **Readiness (EAF)**

Infrastructure

BACKGROUND
DoD Picture (FY00)

DoD Program Potential Totals 234K Candidates
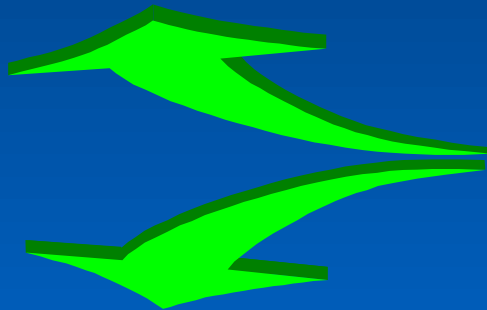
$10B In Business Opportunities To Be Competed

154

DEFENSE AGENCIES (24K)

MARINE CORPS (5K)

ARMY (73K)

AIR FORCE (54K)

NAVY (78K)
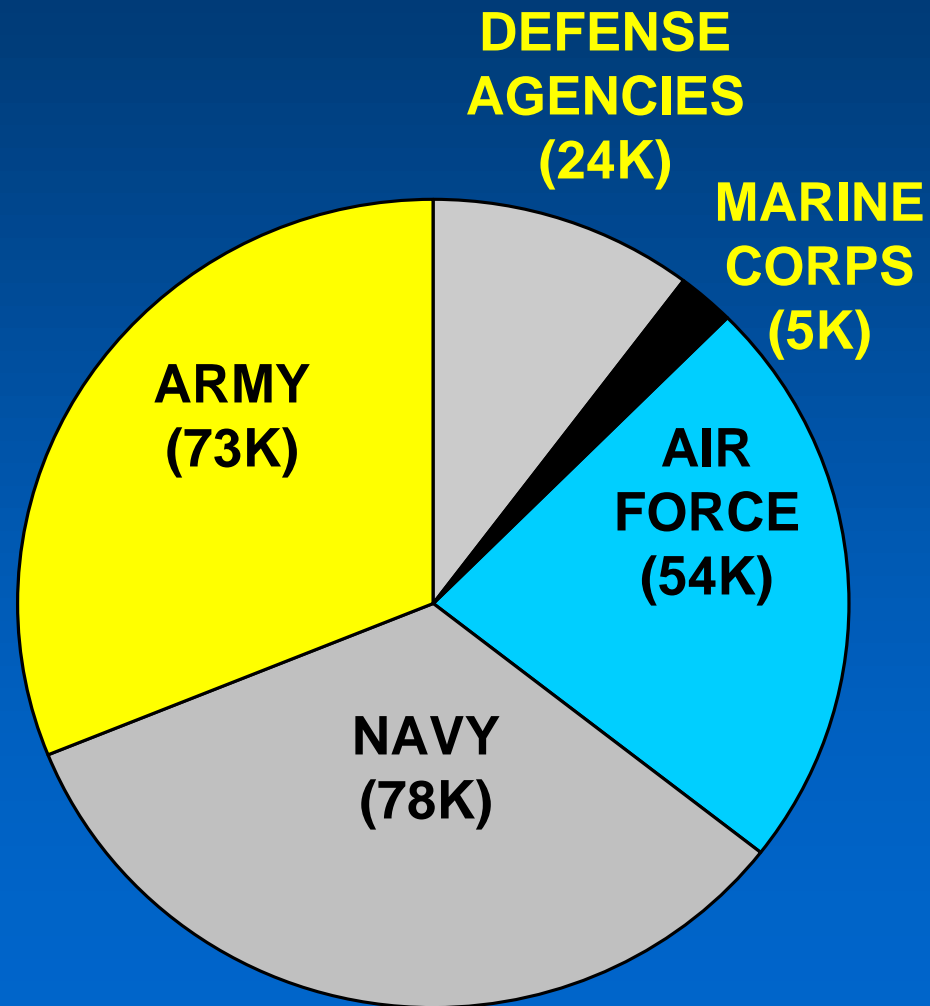
BACKGROUND
Why the Current Emphasis?

- ▣ Office of Management & Business

   Oversight : Federal Policy since 1955

- ▣ Recent Drivers

  -- Defense Reform Initiative

  -- Quadrennial Defense Review

  -- Commission on Roles & Missions

  -- Federal Workforce Restructuring Act

  -- National Performance Review

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BACKGROUND
CS&P In ACC Libraries

- Six base libraries identified as CS&P candidates in 1996
- 13 base libraries awarded to contractors
  - -- 3 Base libraries remain as candidates
  - -- No ACC base libraries stayed in-house
- 93 APF positions deleted from UMD
- All competitively source, none privatized

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BACKGROUND
Lessons Learned

- Impact on Employees
- Strategic Planning Limited
  - -- MAJCOM & Base Level
- Focus on Doing it Right
  - -- Must be beneficial to AF, community, proposer, customer
- Get Smart, Seek Training
- Positive Attitude helps

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APPROACH
"Let's Make A Deal?"

◩ Choose a Door. Will it be…

-- Door Number One?

-- Door Number Two?

-- Door Number Three?

◩ Choose Wisely!

(If, you have a choice.)

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APPROACH
Compete Functions

- ▣ Cost Comparison
  - -- In-house competes through MEO
  - -- Congress notification > 50 civilians
  - -- More Competition = Greater Savings
- ▣ Direct Conversion
  - -- Must be cost effective
  - -- Functions with 10 or less
  - -- NISH, NIB

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APPROACH
A-76 Direct Conversion
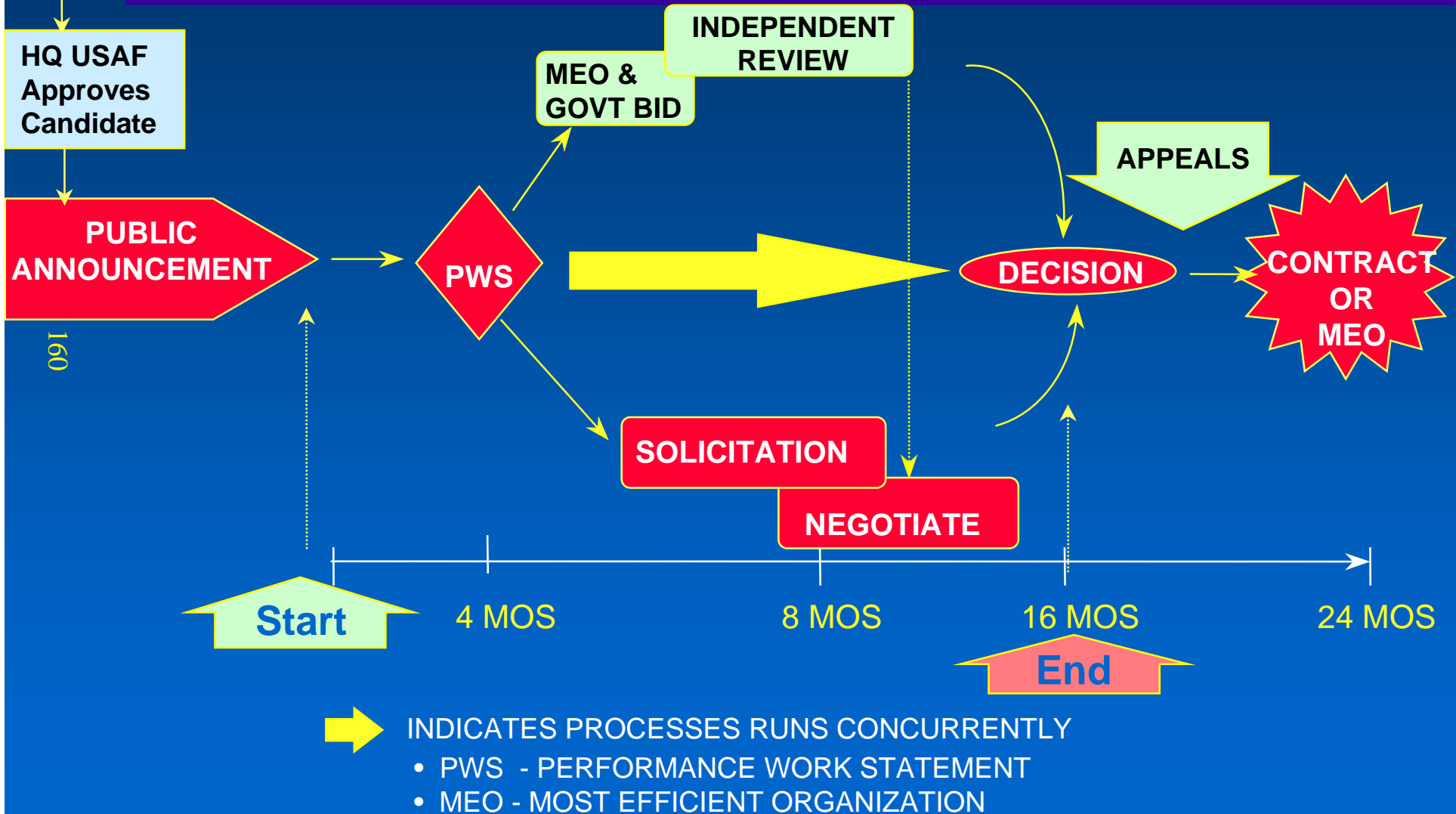
Command Submits Candidate

HQ USAF Approves Candidate

PUBLIC ANNOUNCEMENT

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MEO & GOVT BID

INDEPENDENT REVIEW

APPEALS

PWS

DECISION

CONTRACT OR MEO

SOLICITATION

NEGOTIATE

Start

4 MOS

8 MOS

16 MOS

24 MOS

End

INDICATES PROCESSES RUNS CONCURRENTLY

- PWS - PERFORMANCE WORK STATEMENT
- MEO - MOST EFFICIENT ORGANIZATION

APPROACH
Steering Group

- Chairperson: Manpower
- Functional OPR(s)
- Contracting
- Civilian Personnel & Military Personnel
- Comptroller
- Base Staff Judge Advocate
- Base Civil Engineering
- Public Affairs

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APPROACH
Functional OPR Roles

- Meet Milestones

- Develop Statement of Work (SOW)

- Submit Form 9, Request for Purchase

- Assist with Acquisition Strategy

- Develop Quality Assurance Plan (QAP)

- Develop Transition Plan

- Assist with MEO s

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APPROACH
Teams

```
              ┌─────────────────────┐
              │   Steering Group    │
              └──────────┬──────────┘
       ┌─────────────────┼─────────────────┐
┌──────┴───────┐  ┌──────┴───────┐  ┌──────┴───────┐
│  MEO Team    │  │  SOW Team    │  │  TECH EVAL   │
│ Headed by    │  │ Functional   │  │    Team      │
│ Manpower     │  │ OPRs         │  │ Functional   │
│ Functional   │  │ Reps         │  │ Experts      │
│ Reps         │  │              │  │              │
│ Civilian     │  │              │  │              │
│ Personnel    │  │              │  │              │
└──────────────┘  └──────────────┘  └──────────────┘
```

164
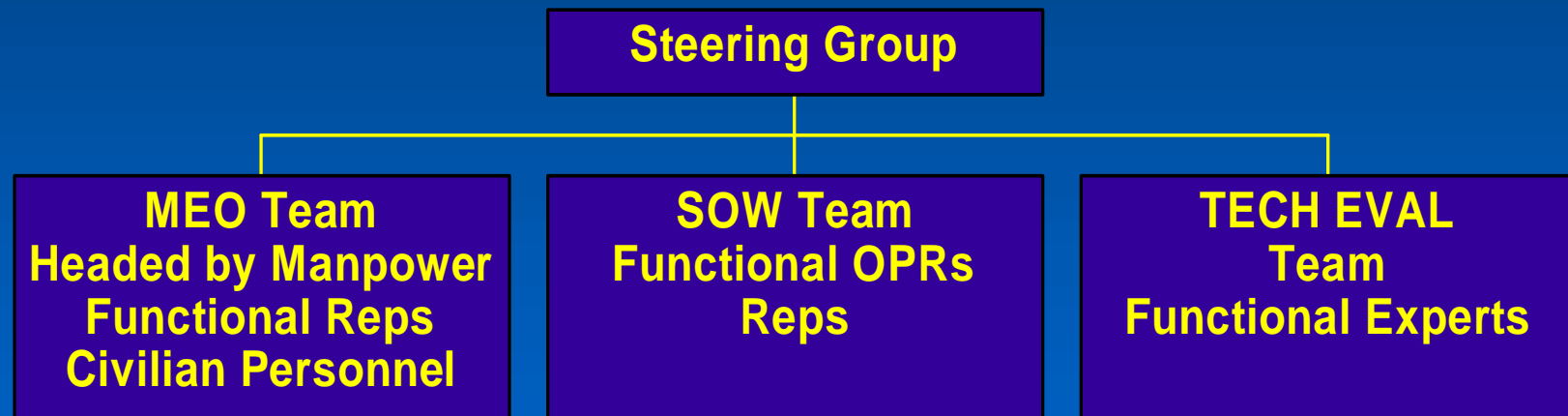
APPROACH
Lessons Learned

- ▣ Direct Conversions at base level result in
  16 different base approaches
- ▣ Technical expertise for Functional OPR
  often departs
- ▣ Staff departed, over hires helped stabilize
- ▣ Larger numbers generate larger %
  savings in $

APPROACH
More Lessons Learned

- Turnover of Contract staff can be high
- Team effort required of Steering Group
- Cost Comparison ensures maximum competition
- Averages = 60% Contract & 40% In-house
- FAR drives Completion of A-76 process
- Libraries are not inherently governmental

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APPROACH
More Lessons Learned

- Contract Requirements Change

    may equal

    Contract Cost Growth

- Cost or mission change do not justify return

    to in-house, A-76 justifies return to in-house

- Regardless of number of civilians or military, a

    direct conversion may be performed if

    negotiations indicate cost effective

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CRITICAL MILESTONES
For Functional OPR

- ◙ Statement of Work

- ◙ Acquisition Strategy Plan

- ◙ Quality Assurance Plan

- ◙ Transition Plan

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CRITICAL MILESTONES
Statement of Work (SOW)

- ▣ Description of Services
- ▣ Service Delivery Summary
- ▣ General
- ▣ Government Furnished Property and Services
- ▣ Appendixes

CRITICAL MILESTONES
SOW: Description of Services

- ▣ Organizational Analysis identifies services
- ▣ Tree Diagrams provide logical flow of services
- ▣ Work Analysis determines contract requirements (input, work, output)
  - -- Contractor tasks
  - -- Government (retained) tasks

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CRITICAL MILESTONES
SOW: Service Delivery

▣ Service Delivery Summary (SDS)

provides avenue for performance analysis

-- Objective (Performance Indicator)

-- Measure (Performance Standard)

-- Thresholds (Acceptable service level)

▣ Example:

Collection. Upgraded 5% annually. 98%

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CRITICAL MILESTONES
SOW: General

- ☐ Personnel
- ☐ Training
- ☐ Quality Control
- ☐ Physical Security
- ☐ Hours of Operation
- ☐ Conservation of Utilities
- ☐ Definitions

CRITICAL MILESTONES
SOW: Government Furnished

- Facilities (Locations, Space, Utilities)
- Equipment (Stock numbers & Amounts for Tools, Furniture, Computers)
- Materials (Types of collections & quantity)
- Records (mandatory AFLIS Acquisition software & Annual Report software)

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CRITICAL MILESTONES
SOW: Appendices

- ▣ Workload Estimates
  - -- Available in ILS Management Systems
  - -- Estimates based on historical data
  - -- Quantifies output
- ▣ Required Reports
- ▣ Maps & Work Area Layouts
- ▣ Directives

CRITICAL MILESTONES
SOW Lessons Learned

- Missed Requirements can increase costs
- Training for Libraries is important
- Technical Expertise on SOW Team is important
- Work Analysis takes time, start now
- Team must be able to communicate & educate all who coordinate on SOW

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CRITICAL MILESTONES
More SOW Lessons Learned

- Funds for materials & services
    - -- Reimbursable CLINs are good
    - -- Government must meet financial
- obligations
- Make sure in-house operation has complied with SOW requirements
- Base AFIs impact grounds maintenance

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CRITICAL MILESTONES
More SOW Lessons Learned

- Professional qualifications are critical
- Workload helps identify staffing requirements, accuracy counts
- Begin Job Analysis prior to announcement
- Identify Report Formats & Date Due
- Detailed and Accurate Government Furnished List avoid negotiations
- SDS defines quality of service

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CRITICAL MILESTONES
Acquisition Strategy

- ▣ Acquisition Method

- ▣ Contract Type

- ▣ Solicitation

- ▣ Request for Proposal (RFP)

  -- Standards and Evaluation Criteria

- ▣ Funding Issues

- ▣ Small Business/Set-Aside

- ▣ Technical Evaluation

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CRITICAL MILESTONES
Acquisitions: Lessons Learned

- Corporate expertise missing in some contracts
- NISH is expensive
- Incentives would help
- Formal Acquisition Plan is made >$5M
- Withhold one manpower slot if possible for QAE with library expertise

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CRITICAL MILESTONES
Acquisitions Lessons Learned

- Time of contract start can impact program
- Volunteers & prison labor change
- One time cost for backlogs
- Past Performance Data may be limited
- Quality Control Plan value underestimated
- Wage Determinations low
- Directory of Occupations weak

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CRITICAL MILESTONES
Acquisitions Lessons Learned

- ▣ Technical Evaluation Team composition important
- ▣ Contractors may have limited Corporate expertise and rely heavily on librarian
- ▣ No formal Acquisition Strategy Panel (ASP) to determine contract approach

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CRITICAL MILESTONES
Quality Assurance (QA)

- Statement of Work

  -- Quality Control Plan

  -- Service Delivery Summary

- Quality Assurance Program (QAP)

- Quality Assurance Evaluator QAE)

- Surveillance Plan

CRITICAL MILESTONES
QAP Primary Tasks

- ◙ Certify Services

  (not levy additional tasks)

- ◙ Document Past Performance

  (impartial & professional approach)

- ◙ Validate & Submit Award Fee or Other

  Incentive Based Data

CRITICAL MILESTONES
QAE Responsibilities

- Maintain technical competency
- Obtain proficiency in surveillance techniques
- Understand all contract requirements
- Allocate sufficient time to Perform surveillance
- Document contractor's performance
- Certify acceptance of services

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CRITICAL MILESTONES
Develop Surveillance Plan

- Review the SDS

- Prepare Sampling Guides

- Prepare Activity Checklist

- Prepare Reports Schedule

- Establish QAE Decision Tables

    -- Optional (critical/complex contracts)

- Establish Customer Complaint Program

CRITICAL MILESTONES
QA Lessons Learned

- Appoint QAE early in the process
- SDS value for quality of service
- Failure to appoint qualified QAEs creates problems for Government & Contractor
- Military QAEs deploy, civilian are stable
- Customer Complaints Program is limited
- Quality Control Plan's value overlooked

CRITICAL MILESTONES
QA Lessons Learned

- ▣ AF Golden Eagle Standards utilized for SDS
- ▣ Invite QAEs to Workshops
- ▣ Train QAEs at both MAJCOM & AF level

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CRITICAL MILESTONES
Transition Plan

▣ Establish Start Dates

▣ Establish realistic Phase-In Timeline

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CRTICAL MILESTONES

Transition Plan Lessons Learned

- Inventories can be difficult

- Keys

- Passwords

- Continuity Book

- Phase-In Times can be too long

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MAJCOM ROLES
ACC Command Librarian

- Provide Template for SOW
- Approve Base SOW Once Completed
- Assist Functional
  - -- Solicitation
  - -- RFP Standards and Evaluation Criteria
- Serve on Technical Evaluation Team
- Contract staff & QAE Training
- Third Party Audit

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MAJCOM ROLES
Lessons Learned

- Workload increases
- SAVs now become Third Party Audits
- TDYs are the norm
- Tracking for individual bases horrendous
- Training workshops provide interface for multiple contractors
- Suspense notifications use entire forest

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SUMMARY
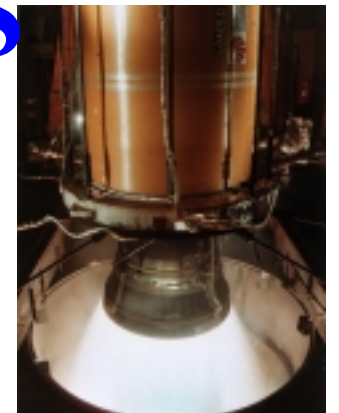## Is There Life After CS&P?
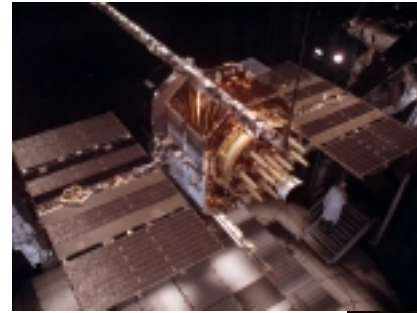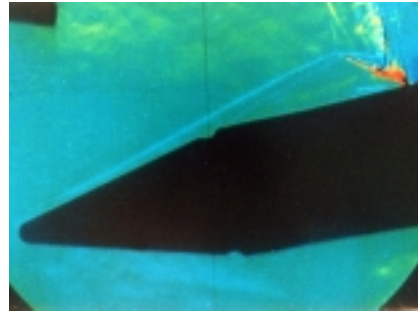
▣ Personnel

 -- Energized & Qualified

 -- Entire new staff need lots of TLC

 -- High turnover

▣ Program

 -- Data may be skewed for few years

 -- Momentum slows

▣ Change may Cost if Workload Changes

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PROPRIETARY INFORMATION IN CONTRACTOR LIBRARIES

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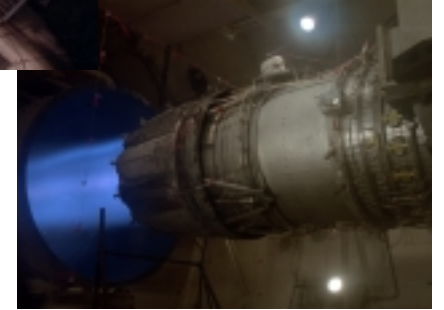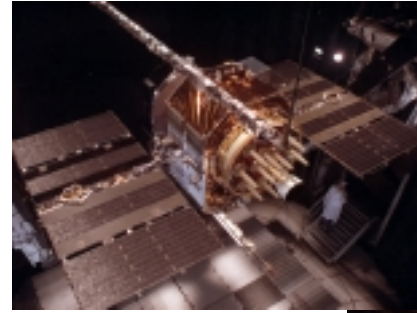**DAVID M. HIEBERT**
AEDC/HO
DSN 340-5308
email: david.hiebert@arnold.af.mil
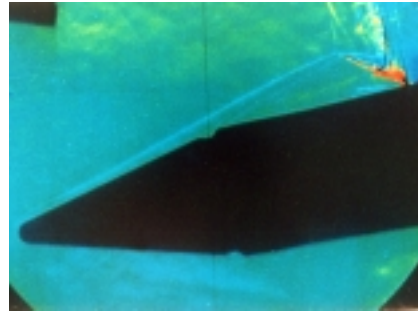
PROPRIETARY INFORMATION IN AEDC's TECHNICAL LIBRARY

194

DAVID M. HIEBERT
AEDC/HO
DSN 340-5308
email: david.hiebert@arnold.af.mil
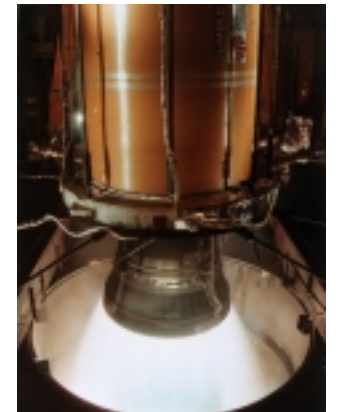
"HISTORY MEETS THE FUTURE"

> **"The Most Advantageous Path Between Secrecy And Progress Is Difficult To Define."**

Karl T. Compton
Chairman, Research and Development Board
"Science & National Strength;
Some Lessons from World War II"
27 June 1949

195

> **"The AEDC Staff Will Operate the Facilities for the Benefit of the Industry in a Manner to Insure the Protection of Proprietary Rights."**

Scientific Advisory Board to the Chief of Staff, USAF,
Report of the Special Committee on A.E.D.C. Operation
26 April 1950

OVERVIEW

➡ **AEDC Overview**

- AEDC Contract History

- AEDC Model - Roles & Responsibilities

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AEDC: A NATIONAL TREASURE

CUSTOMERS
DoD, Industry, Federal

2,746 People

58/27/14
Test Cells

$320M TOA

$6 Billion
Investment

White Oak Site
Maryland

High Performance
Organization

197
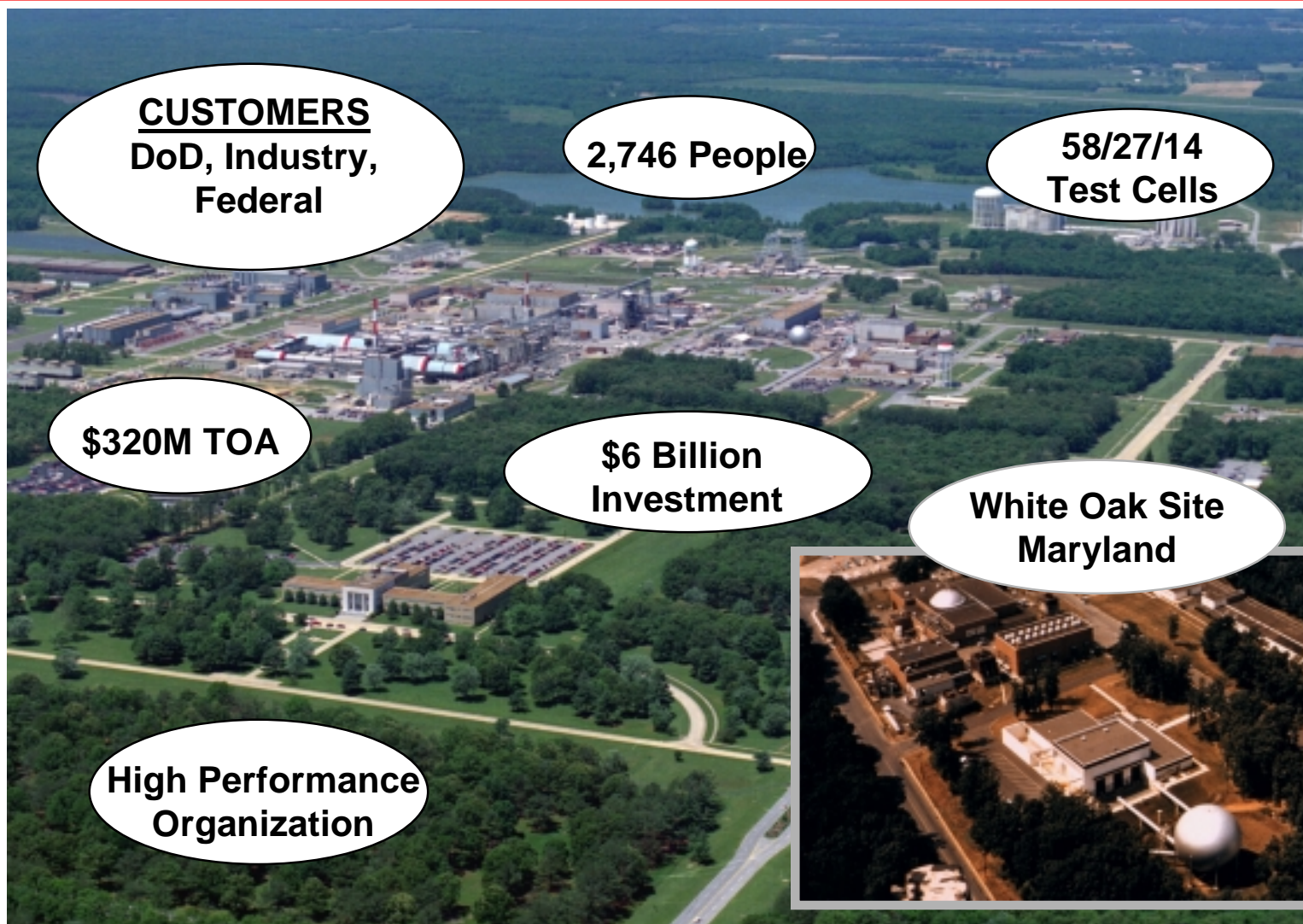
OUR PEOPLE

TOTAL AEDC = 2,746

MIL 104
4%

CIV 203
7%
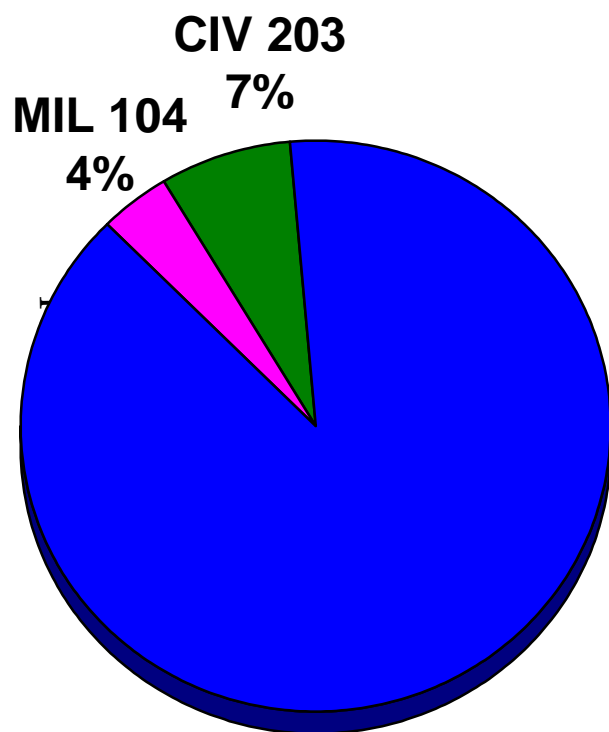
BREAKDOWN OF
CONTRACTORS

Center Support

ACS
950 (35%)

CONTRACTOR 2,558
89%

Test Support

SVERDRUP
1,489 (54%)
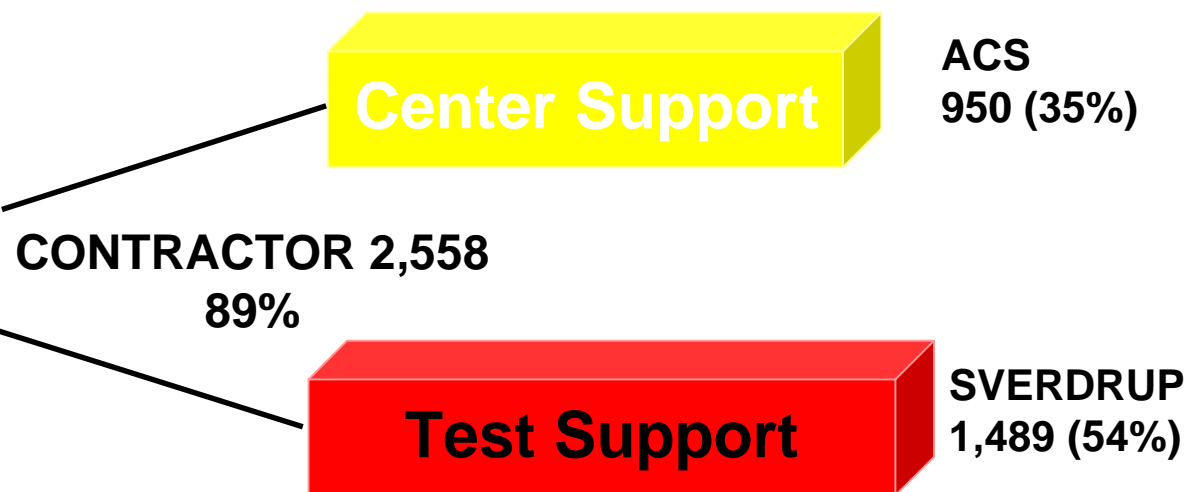
As of 3 Aug 99

DUAL MISSION

To provide the world's most effective and affordable aerospace ground test products and services to our customers.
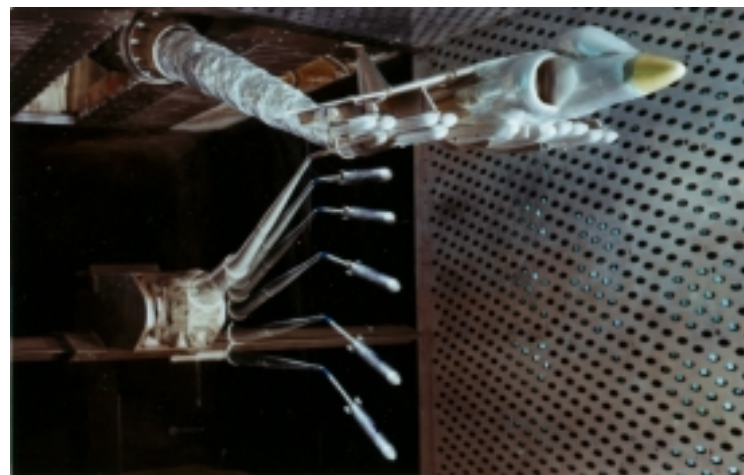
To ensure ground test facilities, technologies, and knowledge are viable for today's and tomorrow's customers.
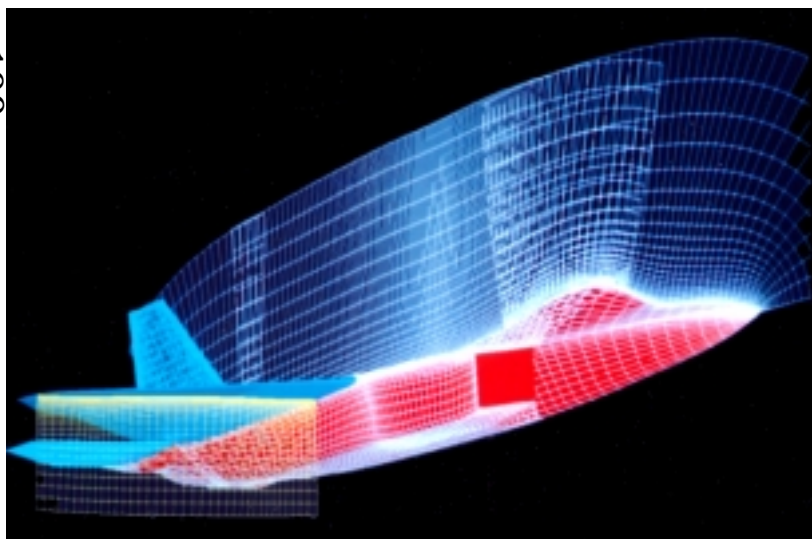
GENESIS OF AEDC

- **World War II**
  - **U.S. aeronautical weapon system technology lagged dangerously behind Germans**

- **General Hap Arnold/Dr Von Karman**
  - **Simulated flight test facilities gave Germany the advantage**
  - **To preserve peace and win wars U.S. would depend on high-tech weapon systems**

- **Public Law 81-415: Unitary Wind Tunnel Plan Act (50 U.S.C. 501-515) and Air Engineering Development Center Act of 1949 (50 U.S.C. 521-524)**
  - **Law enacted to promote the national defense by authorizing a unitary plan for construction of transonic and supersonic wind-tunnel facilities and the establishment of an Air Engineering Development Center.**

<div style="border:2px solid black; background:yellow; text-align:center;">

Under the Unitary Wind Tunnel Plan, the DoD facilities were focused on the development and evaluation capabilities necessary to transition leading edge technologies into aerospace weapon systems

</div>

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OVERVIEW

- AEDC Overview

➡️ **AEDC Contract History**

- AEDC Model - Roles & Responsibilities

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CONTRACT HISTORY

- Unitary Wind Tunnel Plan Act (1949) Established AEDC
- Scientific Advisory Board Comms Studied Op Concepts
  - Ridenour Report - Outsource to Obtain Technical Expertise
  - Markham Report - Nonprofit Organization Should Operate
- Secretary of the Air Force
  - Outsource to For-Profit Corporation
  - AE Firm Designing AEDC Asked to Operate Facilities
- Contract History
  - 1950 - 1977 - Sole Source to ARO, Inc. (CPFF, CPIF, CPAF)
  - 1980, 1985, 1990 - Competitive Selection of 3 Contractors (CPAF)
  - 1995   - Competitive Selection of 2 Contractors (CPAF)
    - Test Support   - Sverdrup Technology
    - Center Support   - ACS (CSC, DynCorp, General Physics)

CONTRACT HISTORY
ROLES & RESPONSIBILITIES

Government Responsibilities

- **AEDC is:**

  – A Gov-Owned, Gov-Led, Gov-Managed & Contractor-Assisted Test Center

  – Government Management & Direction (10% of Work Force)

  – Contractor Testing & Support (90% of Work Force)

- **AEDC is <u>NOT</u>:**

  GOCO   - Government-Owned/Contractor-Operated

  A&AS   - Advisory & Assistance Services

  FFRDC   - Federally Funded R&D Center

  SETA   - Scientific, Engineering & Tech Assistance

  TEAs   - Technical & Engineering Assistance

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OVERVIEW

- AEDC Overview

- Contract History

➡ **AEDC Model - Roles & Responsibilities**

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ROLES & RESPONSIBILITIES

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AF/TE

HQ AFMC

COOs

OSD

NAVAIR

FED/STATE AGENCIES

GUIDANCE FUNDING

CUSTOMERS PARTNERS

AEDC

COMMAND

CONTRACT

USAF/USN Staff

AWARD FEE

Support Contractors

- **Manage**
- **Schedule**
- **Set Priorities**
- **Fund**
- **Set Business Strategies**

- **Engineering**
- **Operate**
- **Maintain**
- **Support Industrial Plant and AFB**
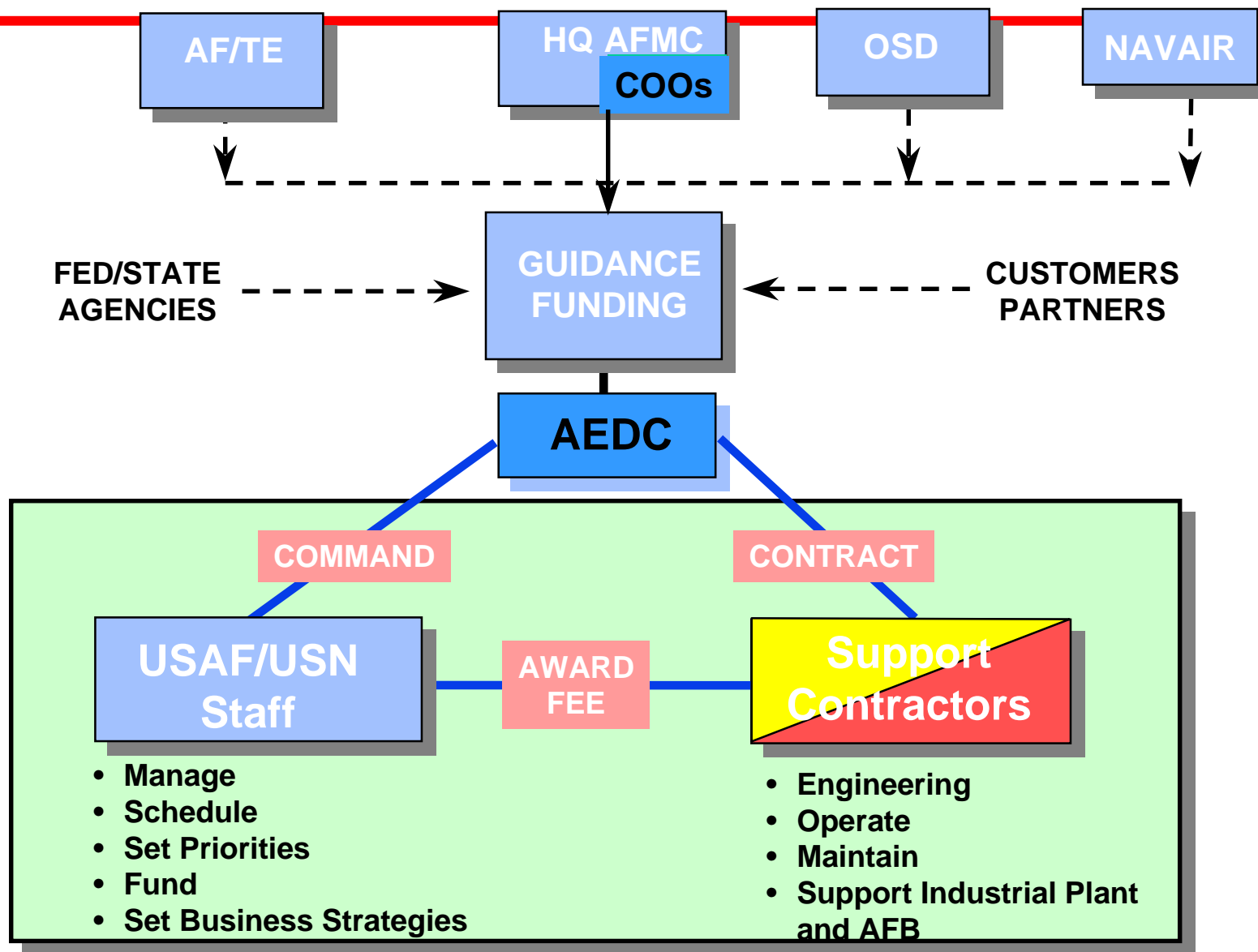
AF/CONTRACTOR ALIGNMENT
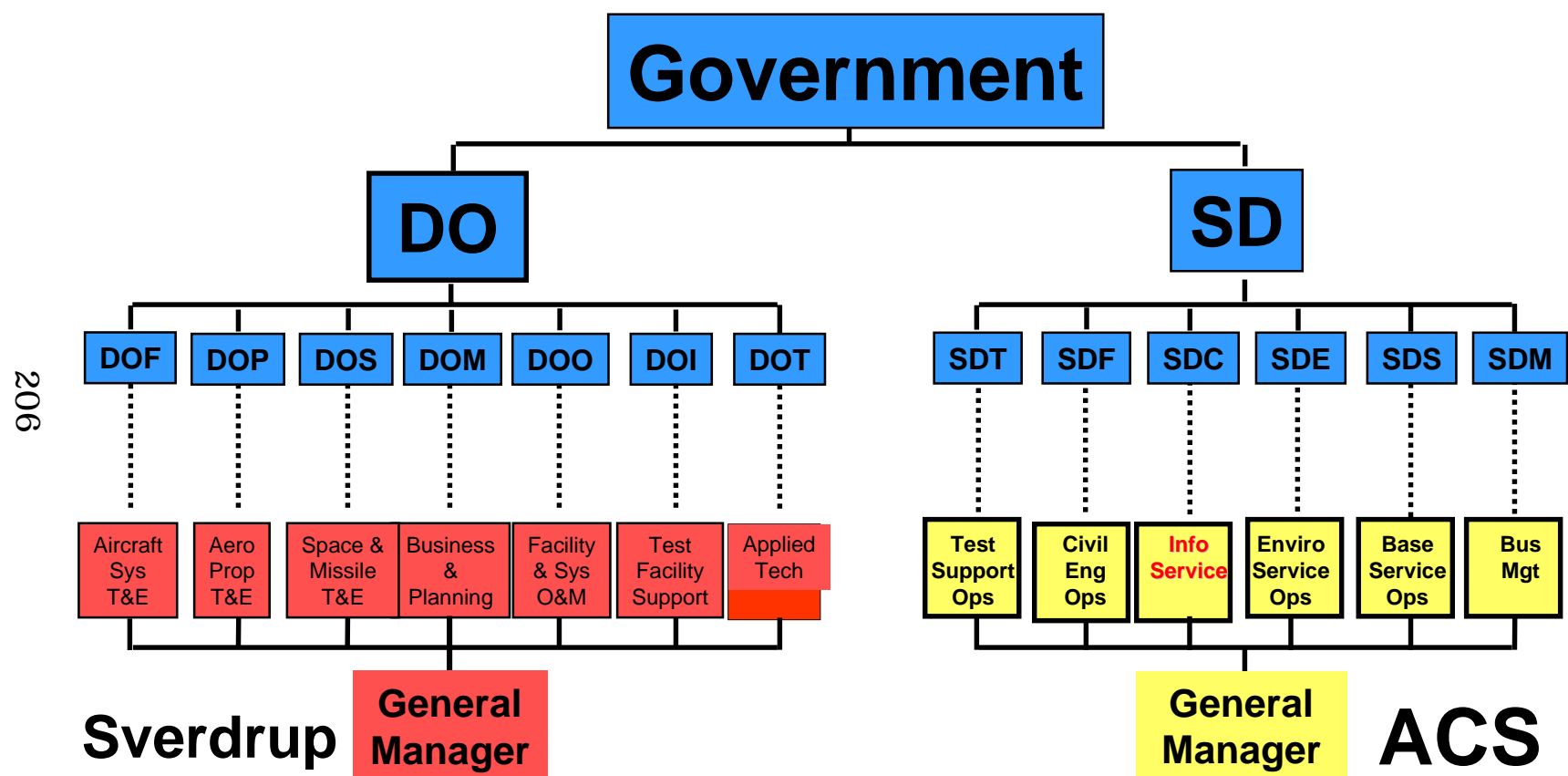
AEDC TREATMENT OF CUSTOMER PROPRIETARY INFORMATION

- **GOVERNMENT PERSONNEL COVERAGE**
  - Criminal Statute
  - Uniform Code of Military Justice and Government Civilian Personnel Regulations

- **SUPPORT CONTRACTOR PERSONNEL COVERAGE**
  - Conflict-of-Interest Clause
  - Award Fee Process
  - Company Policies

- **BOTH GOVERNMENT AND SUPPORT CONTRACTOR PERSONNEL COVERAGE**
  - Local Operating Instruction

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AEDC TECHNICAL LIBRARY PROCEDURES

- **REGISTRATION WITH DTIC**
  - TECHNICAL LIBRARY
    - ORGANIZATION NAME ON DTIC REGISTRATION IS "ACS"
    - RECEIVES UNCLASSIFIED, CONFIDENTIAL, SECRET DATA
  - SEPARATE AIR FORCE STINFO DTIC REGISTRATION USED FOR "U.S. GOVERNMENT AGENCY ONLY" LIMITED REPORTS

- **PROCEDURE FOR CLASSIFIED REPORTS**
  - CLASSIFIED DOCUMENTS ORDERED FROM DTIC & NASA ARE DELIVERED TO AEDC/IN (STINFO)
  - STINFO SENDS REPORTS TO ACS SECURITY
  - ACS SECURITY BRINGS DOCUMENTS TO LIBRARY

- **PROCEDURE TO ALLOW CUSTOMERS TO VIEW PROPRIETARY REPORTS, WHICH ARE STORED IN LOCKED AREA**
  - TECH LIBRARY CALLS AF STINFO FOR WRITTEN APPROVAL
  - STINFO CONTACTS CUSTOMER'S PROJECT MANAGER FOR APPROVAL
  - STINFO SENDS APPROVAL/DISAPPROVAL TO LIBRARY
  - APPROVED: LIBRARY CHARGES OUT REPORT TO CUSTOMER

CUSTOMERS CANNOT LOOK AT REPORT IN LIBRARY WITHOUT STINFO APPROVAL

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SUMMARY

- GOVERNMENT INSERTS SPECIAL PROVISIONS IN AEDC SUPPORT CONTRACTS TO ENSURE PROTECTION OF PROPRIETARY DATA

- COMPANY POLICIES DRIVE THIS CONTRACT REQUIREMENT DOWN TO THE LEVEL OF INDIVIDUAL EMPLOYEES

- STRINGENT LANGUAGE IS INTENDED TO REINFORCE IMPORTANCE OF PROTECTING INFORMATION, SINCE TEST INFORMATION IS AEDC'S PRODUCT

AEDC TAKES ISSUE OF PROPRIETARY DATA VERY SERIOUSLY. **WE HAVE TO, SINCE OUR BUSINESS DEPENDS ON IT.**

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ACQUISITION LAW DIRECTORATE

43rd
Military Librarians Workshop
(MLW '99)
8 December 1999

Colonel Bernie Chachula

HQ AFMC/JAQ

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AFMC
AIR FORCE MATERIEL COMMAND

OVERVIEW

◆Credits and Other Resources

◆The Larger Context

◆Key Definitions

◆Types of Rights

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OTHER RESOURCES

◆ **Federal Publications:** **Rights in Technical Data & Computer Software**

◆ **The George Washington University:** **Intellectual Property in Government Contracts**, **Third Edition, Ralph C. Nash, Jr. and Leonard Rawicz**

◆ **Federal Publications:** **Licensing Software Products to the Federal Government**

◆ **Federal Publications:** **Export Control of Equipment, Technology & Services**

◆ **DFARS:** **http://www.acq.osd.mil/dp/dars/dfars.html**

RIGHTS IN WHAT?

◆ Technical Data

◆ Computer Software

◆ What About Traditional Intellectual Property Categories?

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INTELLECTUAL PROPERTY

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- ◆ Patents
- ◆ Copyright
- ◆ Trade Secrets
- ◆ Trademarks and Service Marks
- ◆ Defined by Contract (Primary Approach of the DFARS)

1988 DFARS & 1995 DFARS COEXIST

KEY
DEFINITIONS

DEFINITION

◆ **Technical Data**

● **Recorded Information, Regardless of Form or Method of Recording, of a Scientific or Technical Nature**

  – <u>Includes</u>: Computer Software Documentation.

  – <u>Does Not Include</u>: Computer Software or Data Incidental to Contract Administration, Such As Financial and/or Management Information.

DEFINITION

◆ Technical Data

- Special Note

  – Tech Data Does Not Mean an Item.

  It Does Not Mean the Design for an Item. It Means the Recorded Info that Describes, or Illustrates, that Design.

  – "Rights in Drawings, Not Technology"

DEFINITION

◆ Computer Software

● Computer Programs, Source Code, Source or Object Code Listings, Design Details, Algorithms, Flow Charts, Etc. Anything that Would Enable the Software to Be Reproduced, Recreated or Recompiled.

221

DEFINITION

◆ Computer Program

- Set of Instructions, Rules or Routines Recorded in a Form Capable of Causing a Computer to Perform a Specific Operation or Series of Operations.

222

DEFINITION

◆ Computer Software Documentation

- Manuals, Installation and Operating Instructions, and Other Similar Items, Regardless of Storage Medium, that **Explain** the Capabilities of the Computer Software or Provide Instructions for **Using** the Computer Software.

DEFINITION

◆ Computer Database

• A Collection of Data in a Form Capable of Being Processed and Operated on by a Computer. <u>Does Not</u> Include Computer Software.

TYPES OF RIGHTS

225

"LICENSES, NOT OWNERSHIP"

TYPES OF RIGHTS

◆ **Unlimited Rights**

◆ **Limited Rights**

◆ **Restricted Rights (Noncommercial Computer Software Only)**

◆ **Government Purpose Rights (GPR)**

◆ **Specifically Negotiated License Rights**

226

DEFINITION

◆ **Unlimited Rights**

- **Rights to Use, Modify, Reproduce, Perform, Display, Release or Disclose in Whole or in Part, in Any Manner, and for Any Purpose Whatsoever, and to Have or Permit Others to Do So.**

227

DEFINITION

◆ Government Purpose Rights (GPR)

- Rights to Use, Modify, Reproduce, Release, Perform, Display or Disclose Within the Gov't Without Restriction; and,

- Release or Disclose Outside Gov't and Authorize Persons to Whom Release Is Made to Use, Modify, Etc. For U.S. Gov't Purposes.

228

DEFINITION

◆ **Limited Rights**

- **Rights to Use, Modify, Reproduce, Release, Perform, Display or Disclose Tech Data, in Whole or in Part, Within the Gov't. Gov't May Not, Without Written Permission of the Party Asserting Limited Rights,**

DEFINITION

◆ Limited Rights, Gov't May Not (cont.)

- Release or Disclose Tech Data Outside the Government.

- Use Tech Data for Manufacture.

- Authorize Tech Data Be Used by Another Party.

230

DEFINITION

◆ Limited Rights, (cont.)

- Except that, Government May Reproduce, Release or Disclose Technical Data, or Authorize Use or Reproduction by Persons Outside Government If

  – Necessary for Emergency Repair and Overhaul; or

231

DEFINITION

◆ **Limited Rights, Exceptions (cont.)**

- A Release or Disclosure of Tech Data (Other Than Detailed Manufacturing or Process Data) to, or Use of Such Data by, a Foreign Government that Is in the Interest of the Gov't and Is Required for Evaluational or Informational Purposes.

232

DEFINITION

◆ Limited Rights, Exceptions Cont.

– Both Exceptions Further Subject To

• A Prohibition on the Further Release, Disclosure, or Use of the Tech Data; and,

• The Contractor or Subcontractor Asserting the Restriction Is Notified of Such Reproduction, Release, Disclosure or Use.

233

DEFINITION

◆ **Restricted Rights**

- **Apply <u>Only to Noncommercial Computer Software</u>, and Mean the Gov't's Right To**
  - **Use a Computer Program With One Computer at One Time.**
  - **Transfer a Computer Program to Another Gov't Agency If Transferor Destroys All Copies and Notifies Licensee.**

234

DEFINITION

◆ **Restricted Rights, (cont.)**

   – Make Minimum Copies Required for Safekeeping (Archives), Backup Purposes or Modification Purposes.

   – Modify Computer Software Provided that Modified Software Subject to Same Restrictions.

235

DEFINITION

◆ **Restricted Rights, (cont.)**

– **Permit Contractors to Diagnose and Correct Deficiencies or Modify to Work With Other Computer Programs, Subject to Notice Requirements.**

– **Permit Contractors to Use Computer Programs to Perform Emergency Repairs, Subject to Notice Requirements.**

236

DEFINITION

◆ **Specifically Negotiated License Rights**
- **Standard License Rights Modified to Provide Such Rights as Parties Deem Appropriate; but,**
- **Not Less Than Limited Rights; and,**
- **Must Be Identified In a License Agreement Made Part of Contract.**

237

DEFINITION

◆ Developed (Technical Data)

- Means that an Item, Component or Process Exists and Is Workable. Workability Means Has Been Sufficiently Tested to Demonstrate to Reasonable People in the Art that There Is a High Probability that Will Work As Intended. Need Not Be Commercially Ready or Actually Reduced to Practice.

DEFINITION

◆ Developed (Computer Software)

- Means that a Computer Program Has Been Successfully Operated in a Computer and Sufficiently Tested to Demonstrate to Reasonable People Skilled in the Art that the Program Can Reasonably Be Expected to Perform Its Intended Purpose.

239

DEFINITION

◆ **Developed Exclusively at Private Expense**

  ● **Means Development Was Accomplished Entirely With Costs Charged to Indirect Cost Pools, Costs Not Allocated to a Gov't Contract, or Any Combination of the Two.**

240

DEFINITION

◆ Developed Exclusively With Government Funds

- Means Development Was Not Accomplished Exclusively or Partially at Private Expense

241

DEFINITION

◆ **Developed With Mixed Funding**

- **Means Development Was Accomplished Partially With Costs Charged to Indirect Cost Pools and/or Costs Not Allocated to a Gov't Contract, and Partially With Costs Charged Directly to a Gov't Contract.**

242

DEFINITION

◆ **Commercial Computer Software**

- ● **Means Software Developed or Regularly Used for Nongov't Purposes Which:**
  - – **Has Been Sold, Leased or Licensed to the Public.**
  - – **Has Not Been Offered or Sold, but Will Be Available for Commercial Sale in Time to Satisfy Contract Delivery Req's.**
  - – **Satisfies Either of the Above and Would Require Only Minor Modification to Meet Contract Requirements.**

COMMERCIAL COMPUTER SOFTWARE

244

BASIC CLAUSE IS THERE IS NO CLAUSE

LICENSE RIGHTS TO COMMERICAL COMPUTER SOFTWARE

245

◆ The Same as Customarily Provided to the Public.

◆ Unless Inconsistent with Federal Procurement Law or Do Not Otherwise Satisfy User Needs.

◆ Disputes Clause is Primary Inconsistent Federal Procurement Law

RESULTING POLICY

SOURCE OF FUNDING
+
WHEN "DEVELOPED"

246

UNLIMITED RIGHTS

TECHNICAL DATA

BASIC CLAUSE IS DFARS 252.227-7013

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA

◆ **Pertaining to Items, Components, or Processes Which Have or Will Be <u>Developed Exclusively With Government Funds</u>.**

249

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA, CONT.

250

◆ Studies, Analyses, Test Data or Similar Data Produced for Contract When Work Was Specified As an Element of Performance.

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA, CONT.

◆ <u>Created Exclusively With Gov't Funds</u> in Performance of Contract that Does Not Require Development or Manufacture of Items, Components or Processes.

251

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA, CONT.

◆ **Form, Fit and Function Data.**

◆ Necessary for Installation, Operation, Maintenance or Training (typically manuals).

◆ **Corrections or Changes to Tech Data Furnished by Gov't.**

252

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA, CONT.

◆ Otherwise Publicly Available or Have Been Released or Disclosed by Contractor Without Restriction.

◆ Gov't Has Obtained Unlimited Rights Under Another Contract or From Negotiations.

253

GOV'T GETS UNLIMITED RIGHTS IN TECHNICAL DATA, CONT.

◆Furnished to Gov't Under Gov't Contract With Gov't Purpose License Rights or Limited Rights and Restrictive Conditions Have Expired.

254

COMPUTER SOFTWARE

BASIC CLAUSE IS DFARS 252.227-7014

GOV'T GETS UNLIMITED RIGHTS IN COMPUTER SOFTWARE

256

- ◆ <u>Developed Exclusively With Government Funds.</u>

- ◆ Computer Software Documentation Required to Be Delivered Under Contract.

GOV'T GETS UNLIMITED RIGHTS IN COMPUTER SOFTWARE, CONT.

257

- ◆ Corrections or Changes to Computer Software or Documentation Furnished to Contractor by Gov't.

- ◆ Computer Software or Documentation Otherwise Publicly Available.

GOV'T GETS UNLIMITED RIGHTS IN COMPUTER SOFTWARE, CONT.

258

- ◆ Obtained With Unlimited Rights Under Another Gov't Contract or From Negotiations.

- ◆ Restricted Rights Have Expired.

GOVERNMENT PURPOSE RIGHTS

TECHNICAL DATA

BASIC CLAUSE IS DFARS 252.227-7013

GOV'T GETS GOV'T PURPOSE RIGHTS IN TECHNICAL DATA

261

◆ GPR for Five Year Period, or Other Negotiated Period, in Tech Data Pertaining to Items Which Have or Will Be <u>Developed With Mixed Funding</u> Except Where Gov't Otherwise Entitled to Unlimited Rights.

GOV'T GETS GOV'T PURPOSE RIGHTS IN TECHNICAL DATA, CONT.

262

◆ <u>Created With Mixed Funding</u> in Performance of Contract that Does Not Require Development or Manufacture of Items, Components or Processes.

COMPUTER SOFTWARE

263

BASIC CLAUSE IS
DFARS 252.227-7014

GOV'T GETS GOV'T PURPOSE RIGHTS IN COMPUTER SOFTWARE

◆ **GPR for Five Year Period, or Other Negotiated Period, in Computer Software Developed With Mixed Funding.**

264

LIMITED RIGHTS

TECHNICAL DATA

BASIC CLAUSE IS DFARS 252.227-7013

GOV'T GETS LIMITED RIGHTS IN TECHNICAL DATA

◆ Pertaining to Items, Components or Processes <u>Developed Exclusively at Private Expense</u> and Marked With a Proper Limited Rights Legend.

◆ <u>Created Exclusively at Private Expense</u> in Performance of a Contract that Does Not Require Development or Manufacture of Items, Components or Processes.

RESTRICTED RIGHTS

268

COMPUTER SOFTWARE

269

BASIC CLAUSE IS DFARS 252.227-7014

GOV'T GETS RESTRICTED RIGHTS IN COMPUTER SOFTWARE

270

◆Required to Be Delivered or Otherwise Provided Under Contract and that Were <u>Developed Exclusively at Private Expense.</u>

SPECIFICALLY NEGOTIATED LICENSE RIGHTS
(ALSO CALLED NONSTANDARD LICENSE RIGHTS)

271

TECHNICAL DATA

BASIC CLAUSE IS
DFARS 252.227-7013

SPECIFICALLY NEGOTIATED LICENSE RIGHTS TO TECHNICAL DATA

273

◆ **Standard License Rights May Be Modified by Mutual Agreement, but Shall Not Provide Gov't Lesser Rights Than Limited Rights.**

◆ **Any Negotiated Rights Must Be Identified in a License Agreement Made Part of the Contract.**

COMPUTER SOFTWARE

BASIC CLAUSE IS DFARS 252.227-7014

SPECIFICALLY NEGOTIATED LICENSE RIGHTS TO COMPUTER SOFTWARE

275

◆ Standard License Rights May Be Modified by Mutual Agreement, but Shall Not Provide Gov't Lesser Rights Than Restricted Rights.

◆ Any Negotiated Rights Must Be Identified in a License Agreement Made Part of the Contract.

ESTABLISHING RIGHTS

MARKING REQUIREMENTS

MARKING REQUIREMENTS

◆ Contractors May Only Assert Restrictions on Gov't Rights to Use, Modify, Reproduce, Release, Perform, Display or Disclose Tech Data and Computer Software by Marking the Tech Data or Computer Software to Be Delivered With an Approved Legend. See Clauses for Approved Legends.

278

IDENTIFICATION AND ASSERTION OF USE, RELEASE OR DISCLOSURE RESTRICTIONS

IDENTIFICATION AND ASSERTION OF USE, RELEASE OR DISCLOSURE RESTRICTIONS

◆ **Before Award**

280

- Offers Must, to the Extent Known at Time Offer Is Made, Identify Tech Data or Software Which Offeror Asserts Should Be Furnished to Gov't With Restrictions.

- Offeror's Assertions Must Be Submitted As Attachment to Offer, Dated and Signed by Officer of Offeror

IDENTIFICATION AND ASSERTION OF USE, RELEASE OR DISCLOSURE RESTRICTIONS

◆ At Award

- Tech Data or Software Asserted by Contractor that Should Be Furnished to Gov't With Restrictions Must Be Identified in Attachment to Contract.

IDENTIFICATION AND ASSERTION OF USE, RELEASE OR DISCLOSURE RESTRICTIONS

◆ **After Award**

282

- **Other Assertions May Be Identified After Award When Based on New Information or Inadvertent Omissions Unless the Inadvertent Omissions Would Have Materially Affected the Source Selection Decision.**

- **Must Be Submitted As Soon As Practicable and Signed and Dated by Contractor Official.**

DISPUTES

COMMERCIAL ITEMS

◆ Presumption that Commercial Items Are Developed at Private Expense.

◆ DOD Shall Not Challenge Assertions Unless DOD Can Show Items Were Not Developed Exclusively at Private Expense.

SUPPORTING RECORDS

285

◆ Contractor or Sub at Any Tier Responsible for Maintaining Records to Justify Validity of Restrictive Markings.

◆ Except for Contracts for Commercial Items, Contractor or Sub Must Be Prepared to Furnish Written Justification in Response to CO Challenge.

PRECHALLENGE REQUEST FOR INFORMATION

286

◆CO May Request and Review Supporting Information.

CHALLENGE

◆ **If CO Determines Grounds for Challenge Exist, May Issue Challenge and Require Response From Contractor.**

◆ **Contractor's Response Considered Claim Under Contract Disputes Act.**

◆ **If CO Determines Validity of Restrictive Marking Not Justified, Shall Issue a Final Decision to that Effect.**

CHALLENGE
CONT.

288

◆ Gov't Nevertheless Bound by Restrictive Marking for 90 Days From Issue of Final Decision, Or

◆ If Contractor Gives Notice of Intent to Appeal or to File Suit, Gov't Is Bound by Restrictive Markings Pending Final Disposition of Appeal or Suit.

CHALLENGE
CONT.

◆ **Gov't's Ability to Challenge Applies Only to Tech Data and Computer Software Delivered or Required to be Delivered Under Contract.**

DURATION OF GOV'T RIGHT TO CHALLENGE

290

◆ Within 3 Years of Final Payment on Contract or Within 3 Years of Delivery of Tech Data or Computer Software to Gov't, Whichever Is Later, CO May Review and Determine to Challenge Restriction.

◆ At Any Time Tech Data or Computer Software Is Publicly Available, Has Been Furnished to Gov't Without Restriction, or Has Otherwise Been Made Available W/O Restriction.

WITHHOLDING OF PAYMENT

◆ CO May Withhold up to 10 Percent of Contract Price Pending Correction or Replacement of Nonconforming Tech Data or Negotiation of Equitable Reduction in Contract Price.

291

DEFERRED DELIVERY AND DEFERRED ORDERING OF TECH DATA OR COMPUTER SOFTWARE

◆ Allows Gov't to Identify <u>Now</u> Tech Data or Computer Software for Which It May Later Require Delivery. Expires 2 Years After Delivery of Last Item. Not Automatic Right. Clause Must Be Added.

◆ Allows Gov't to <u>Later</u> Require Delivery of Tech Data or Computer Software, <u>Not Now Identified</u>, Generated in Performance of Contact or Subcontract. Expires 3 Years After Delivery of Last Item. Not Automatic Right.

292

FLOWDOWN OF CLAUSES

293

◆ DFARS Provisions Required in All Subcontracts, at All Tiers, Without Alteration Except to Identify Parties.

◆ Tech Data and Computer Software Normally Delivered to Next Higher Tier Contractor or Sub.

◆ Subs Delivering Tech Data and Computer Software With Less Than Unlimited Rights May Deliver Directly to Gov't.

CONTACT INFORMATION

KEEP IT LEGAL!

294

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Toward Knowledge Management

SLA

December 12, 1999

Williamsburg, VA

Erik Jul

Associate Director

OCLC Institute

jul@oclc.org

295

Mission

- To promote the evolution of libraries through advanced education and knowledge axchange

Forces of Change

If knowledge is power, digital knowledge is more power.

- Rapid transformation of data, information and knowledge into digital form
- Ubiquitous access to networked information
- Intellectual and economic rewards for expert users

Lead to...

- New techniques for knowledge management

301

302

Knowledge Management

A discipline that promotes an integrated
approach to identifying, capturing,
evaluating, retrieving and sharing all
of an enterprise's information assets.

Gartner Group, *Inform* (Sept., 1998), p.10

KM Components

- Repository/storage

- Access

- Human Communication channels

- Computer network

- Training

- Search criteria

- People

- Organization of content

KM Components

- Willingness to share
- Stuff
- Technology
- Validation
- Updating
- Acquisition/capture methods
- Purpose
- Operational structure

KM Components

- Desired output
- Manipulation
- Selection
- Weeding
- Interface
- Maintenance

KM Components

- Resources
- User functionality
- System components and integration
- Workflow
- Staffing
- Training
- Maintenance

Summary

- Purpose
- People
- Procedures
- Stuff
- Technology

Purpose

- Inspire new knowledge
- Provide historical record
- Compete in the marketplace
- Superiority
- Profit
- Diversity of new ideas
- Improved decision making
- Make life easier

Purpose

- Teach
- Manipulate
- Clarify
- Survive
- Control
- Forecast trends
- Maintain institutional memory
- Move knowledge forward in time

Purpose

- Identify experts

People

- Learn from the experience of others
- Users want it now
- Hoarding/Willingness to share
- Control
- Leadership
- Ownership
- Benefits
- Common language/communication

People

- Staff development and training
- Selling
- Ease of use
- Closeness
- Trust
- Commitment
- Teamwork
- Friendliness and approachability

Procedures

- [Identify key characteristics, aspects, properties, or attributes of the procedures, policies, rules, and incentives that must be in place to create and effective KM system.]

Stuff

- Data, numbers, thesauri, Email, reports, business/customer records, proposals, correspondence, competitive intelligence, documentation, procedures, etc. ...
- Skills
- Stackable
- Dynamic

Stuff

- Understandable
- Tacit
- Relevancy
- Currency
- Accuracy
- Time
- Accessible
- Format

Technology

- Multimedia
- Portability
- Reliability
- Security
- Compatibility
- Speed
- Ease of use
- Maintenance

Technology

- Cost

- Life expectancy

- Support

- Conflicts with other systems

- Training

- External controls

- Backup

- Infrastructure

Technology

- Documentation
- Mobility
- Standards
- Integration
- Survivability
- Scale/capacity
- Usability

Two Key Factors in Knowledge Management

Small ⟷ **Size** Large

Low ⟷ **Structure** High

Need for Structure as a Function of Size

321
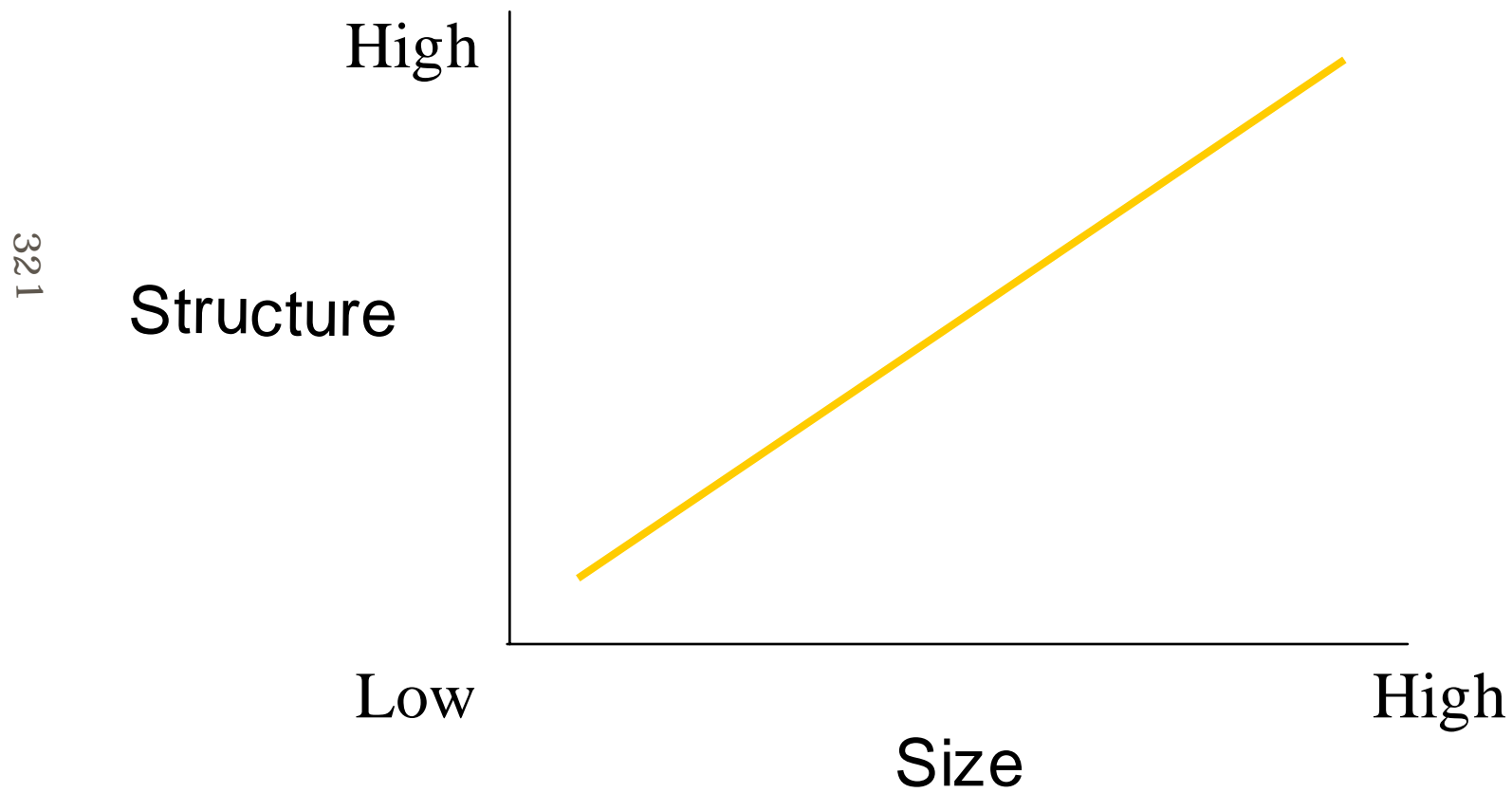
Distribution of Sites by Structure and Size

High

Structure

Low   High

Size
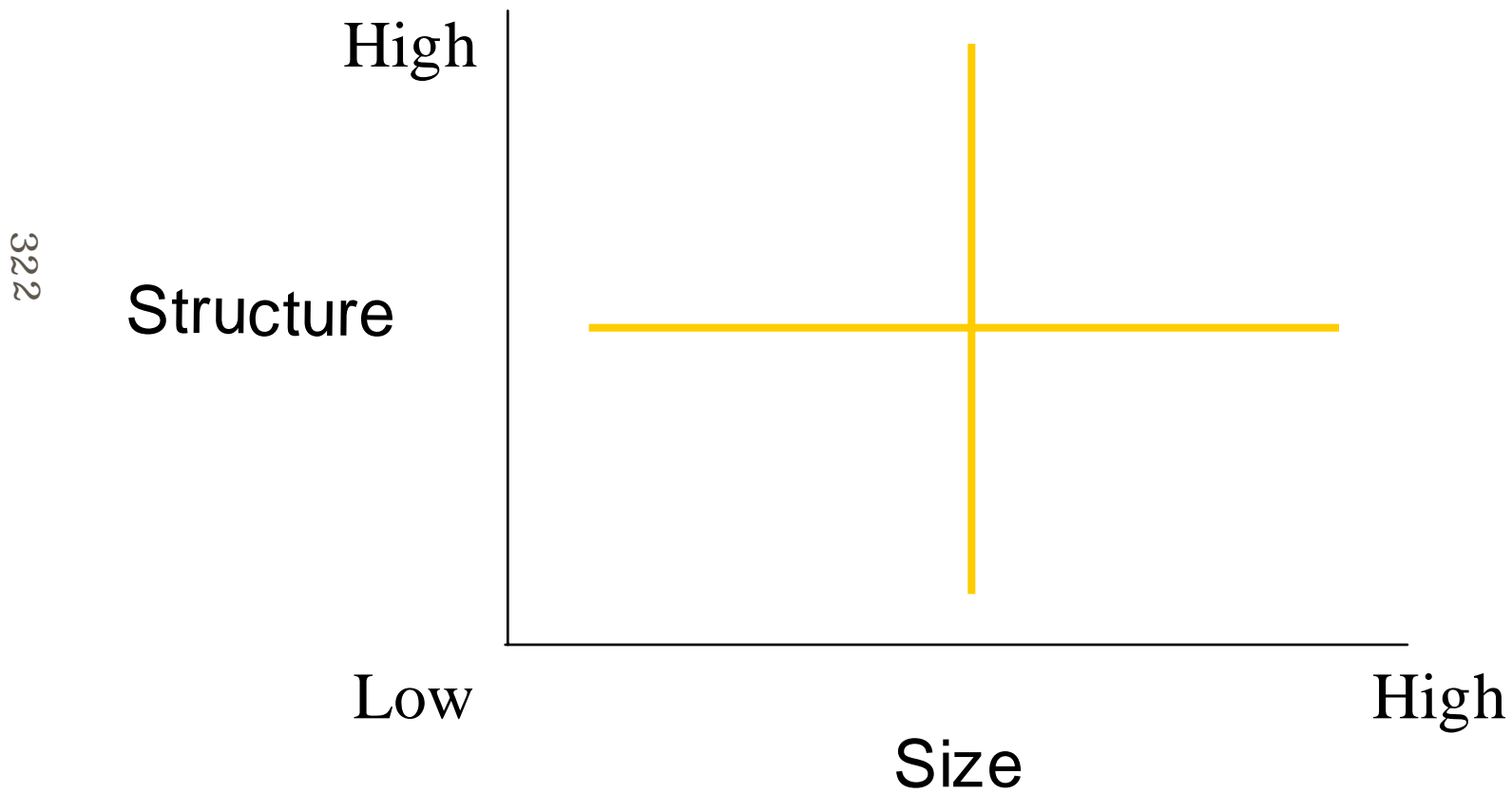
Desirable Space
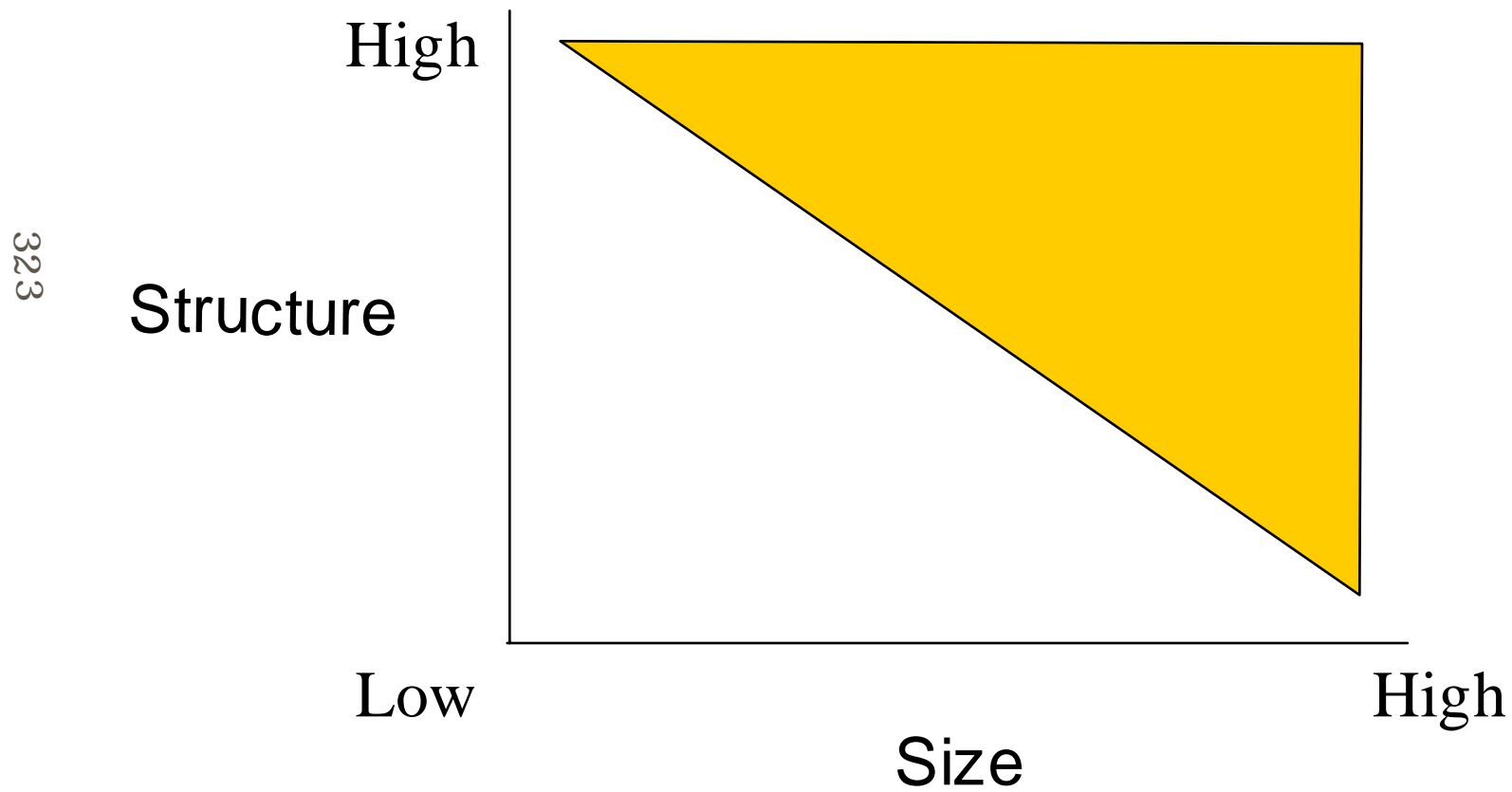
Traditional Measure of Effectiveness of Knowledge Access
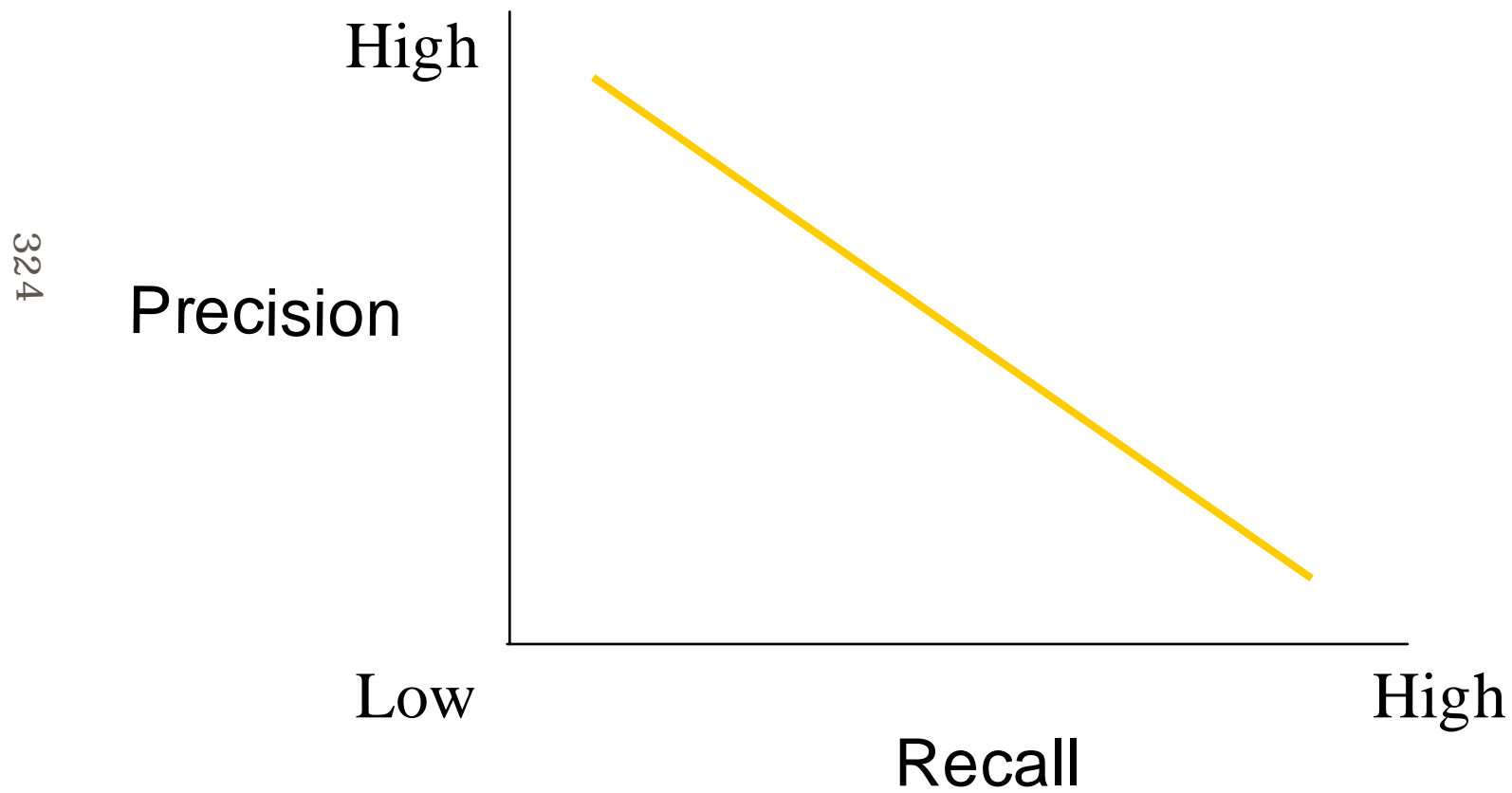
Richness of Description and Effectiveness of Knowledge Access

High

?

Library
Cataloging

Richness

Metadata

Keyword

Low

High

Effectiveness

Richness of Description and Effectiveness of Knowledge Access

Purpose

People

Procedures

Stuff

Technology

327

Richness of information diminishes when facets of KM are misaligned within an enterprise.

Purpose

People

Procedures

Stuff

Technology

Information flows more freely through the enterprise when facets of KM are aligned.

328

Purpose

People

Procedures

Stuff

Technology

Information is
enriched when
facets of
KM are aligned

329

330

Library

Institution

331

Library

Institution

Questions or Comments?

SLA/MLD MILITARY LIBRARIANS WORKSHOP
EXECUTIVE BOARD MEETING
43RD MLW - 8 DEC 1999
Williamsburg, Virginia

SUMMARY:
Passed motions to change Canadian representative to International representative on the board. Reported publication of the history to take place within the coming year.

The meeting was called to order by the Workshop chair, George Klim, at 4:13 p.m. The chair asked attendees to introduce themselves. Attendees included:

BOARD MEMBERS (Voting)
George Klim, Workshop Chair
Wendy Hill, SLA/MLD & MLW sec/treasurer
Janet Scheitle, 43rd MLW Host
Gail Hodge, Air Force Representative
Tim Renick, Army representative
Candy Parker, DoD Representative
Ruth E. Corn, Navy/Marine Representative

OTHERS (Non-Voting)
Barbara J. Fox, SLA/MLD chair
Tracy Landfried, SLA/MLD chair elect
Jane C. Butler, MLD Director
Lane Huspeth, 44th MLW Host
Sherrie Massie, MLD Awards Committee Chair
Dolores Knight, MLD Webmaster

ABSENT BOARD MEMBERS
Tom Rohmiller, Immediate Past Chair SLA/MLD

Minutes and Treasurer's Report.
Minutes and Treasurer's reports were read and approved.

42nd (Alexandria) MLW Report
159 registered during the conference and evaluations were positive. Sponsor contributions were generous and being aggressive in pursuing sponsors was recommended.

Old Business
A short history of the use of CEU credits and their advantages took place. These do not seem to be universally valuable.

As a result of the ensuing discussion, it was decided to add guidance in the procedure manual for MLW hosts.

 Board appointments were discussed and a new Air Force Representative is needed. The board passed a motion to change the Canadian representative to an international representative. As this necessitates a bylaws change, Tracy will initiate the process.

BJ Fox reported on the MLW history. Dr. Marcia Hanna will step in and finish the period since 1992. Carroll Publishing will publish it. Hosts will supply pictures and the board voted to include official pictures of the MLD/MLW boards.

The decision on the retiree workshop fees reached at last year's meeting will be included in the Procedures Manual. Ruth Corn will draft this.

43rd (Williamsburg) MLW Report
Theme: Where Library History Meets the Future. Janet Scheitle reported and presented the budget.

44th (Monterey) MLW Report
Theme: Steer By The Stars…Not By The Wake. Lane Huspeth, representing the Naval Postgraduate School, reported the conference would be held at the Monterey Beach Hotel. A contract was discussed and the necessity to coordinate with SLA was brought up.

Future Workshops

- MLW 2000 (44) is the responsibility of the Navy and will be held 31 October – 3 November 2000, in Monterey, CA.
- MLW 2001 (45) is the responsibility of the Air Force and two possibilities are being explored (Arnold in Tennessee, and Eglin in Florida)
- Air University Library has volunteered to host the 50th MLW in 2006 at Maxwell AFB, Alabama.

New Business
The MLW Procedures Manual was discussed briefly and thank you letters divided up.

The meeting adjourned at 6:25 P.M.

WENDY S. HILL
Secretary/Treasurer, SLA/MLD & MLW

Presentation of Awards to Carol Jacobson and Bonnie Davis for Sustained Service to the Military Librarians Division of Special Libraries Association
8 December 1999

This year there are two selectees for sustained service to the Military Librarians Division: Carol Jacobson and Bonnie Davis.

Carol joined the Division in 1974 while she worked for the Naval Surface Warfare Center at White Oak in Silver Spring, MD. Bonnie joined in 1975 while working at the Naval Explosive Ordnance Technology Center in Indian Head, MD.

Bonnie was elected and became Chair in 1986/87. Carol was elected and became Chair in 1987/88.

In 1987, Bonnie set up Program and Resource Management committees. She and Carol served as Joint Program Chairs from 1988 through the SLA Annual Conference in Boston, 1996.

During this time Carol and Bonnie established several Division practices which are still standard procedure today:
1) Continental breakfasts provided three days of the Annual Conference;
2) A reception to begin the week;
3) Sharing programs with other Divisions;
4) And the practice of locating sponsors to support Division programs

For a number of years, Carol and Bonnie produced our newsletter - The Military Librarian - Bonnie printing the text and Carol assembling and mailing the newsletter. Bonnie served also as Resource Manager during this period. She collected over $60,000 from sponsors for the Division.

Both Carol and Bonnie have been heavily involved with the Military Librarians Workshop for the MLD, serving on program committees for several Workshops.

Their most recent service to the Division came last year when Carol hosted the Workshop in Alexandria, VA, and Bonnie gathered over $10,000 in sponsorship money.

Presentation by Military Librarians Division Chair,
Barbara J. Fox, to the sponsor of the
1999 Military Librarians Workshop
8 December 1999

As Chair of the Military Librarians Division of SLA which sponsors this event each year, I am proud to recognize the tremendous commitment of Janet Scheitle in making this year's Workshop something special for all of you. We have this token of our appreciation, so please join me in applauding Janet and her assistants.

AGENDA

Monday December 6, 1999

8:00 a.m.-6:00 p.m.	Registration
8:00 a.m.-5:00 p.m.	Air Force Steering Committee Meeting
8:00 a.m.-5:00 p.m.	MECC Meetings
9:00 a.m.-4:00 p.m.	Army General Libraries Meeting
10:00 a.m.-12:00 noon	MLD Board Meeting
1:00 p.m.-5:00 p.m.	Council of Navy Special, Scientific, and Technical Libraries (CONSATL)
4:00 p.m.-6:00 p.m.	MLW Board Meeting

Tuesday December 7, 1999   Historical Perspectives

7:00-8:00 a.m.	Continental Breakfast
8:00-8:15 a.m.	Opening and Welcoming Comments (Speaker: **BG Daniel A. Doherty**, Assistant Deputy Chief of Staff for Base Operations Support, HQ TRADOC)
8:15-9:15 a.m.	Keynote Address: Where Library History Meets the Future (Speaker: **Susan Dimattia**, President, SLA)
9:15-10:15 a.m.	The History of Military Libraries (Speaker: **Kim Hollinen**, Army Historian)
10:15-10:30 a.m.	BREAK
10:30-12:00 noon	Historical Influences Upon Contemporary Military Leadership (Speaker: **Don Even**, Professor, Army Management Staff College)
12:00-1:15 p.m.	LUNCH ON YOUR OWN
1:15-2:15 p.m.	80th Anniversary of the Navy Library Program (Speaker: **Rebecca Slingerland**, Navy Library Program, Pensacola, FL)

2:15-3:15 p.m.	Individual Service Reports (Barbara Wrinkle, Ann Parham, Joan Buntzen)
3:15-3:30 p.m.	BREAK
3:30-4:30 p.m.	FEDLINK Update (Speaker: **Susan Tarr**, Executive Director, FEDLINK)
7:00-9:00 p.m.	Christmas Party (Opening Day Social - Entertainment Provided)

Wednesday December 8, 1999   CONTEMPORARY ISSUES

7:00-8:00 a.m.	Continental Breakfast
8:00-9:00 a.m.	Information Warfare: Electronic Civil Defense for the New Millennium (Speaker: **Winn Schwartau**)
9:00-10:00 a.m.	Federal Librarian Qualifications Update Panel (Governmental, Industry, Professional Members)
10:00-10:15 a.m.	BREAK
10:15-11:15 a.m.	Implications of Winning the A-76 Competition: The Aberdeen Experience (Mr. Robert Remus)
11:15-12:15 p.m.	A-76 Library Lessons Learned: Air Force A-76 Actions (Speaker: **Carol Emery**, Air Combat Command Librarian)
12:15-2:00 p.m.	LUNCHEON and MLD BUSINESS MEETING

YOU MUST CHOOSE ONE OF THE FOLLOWING TRACKS FOR THE AFTERNOON

Track A

2:00-5:00 p.m.	Internet Security Workshop (Speaker: **Winn Schwartau**, Author and Internet Security Expert)
3:30-4:00 p.m.	BREAK

Track B

2:00-3:30 p.m.	Proprietary Information In Contractor Libraries (Panel Comprised of **David Appler**, DTIC; **Col Chuchula**, Air

ForceAttorney; **Dr. David Heibert**, Arnold AFB, TN; and **Jon Atkins**, Boeing Corp.)

| 3:45-5:00 p.m. | Procurement of Electronic Services for Digital Libraries, Part II (Panel Comprised of **Meg Williams**, FEDLINK; **Joan Buntzen**, Navy; and **Marsha Dreier**, Air Force)
This updates the popular session on consortium/enterprise purchasing from last year's MLW. |
| 7:00 p.m.- | Walking Lantern Tour of Colonial Williamsburg (Optional) |

Thursday December 9, 1999   THE FUTURE

| 7:00-8:00 a.m. | Continental Breakfast |

You must indicate whether you wish to attend the program or the Armed Forces Staff College Library tour in the morning. We can accommodate ONLY ONE TOUR (limited to the first 48 people).

| 7:30-12:00 noon | Tour of the new Armed Forces Staff College Library |

-or-

7:30-8:30 a.m.	University After Next: Does it Impact Me?
8:30-10:00 a.m.	"Why Do I Need a Library When I have the Internet?: Techno-Stress." (Speaker: **Dr. Dale Henry**)
10:00-10:15 a.m.	BREAK
10:15-12:00 noon	Digital Library Applications (Panel comprised of National Digital Library, Representative To Be Determined; **Jerri Khinicki**, Army, Deployment Information Support System; **Connie Wiley**, Navy)
12:00-1:30 p.m.	LUNCH ON YOUR OWN
1:30-2:30 p.m.	University After Next: Does it Impact Me? (Repeat of morning program)
3:30-3:45 p.m.	BREAK
2:30-4:30 p.m.	Digital Library Applications (Panel)(Repeat of morning program)

-or-

1:15-4:30 p.m.	Walking Tour of the Colonial Williamsburg Foundation Library
6:00 p.m.-	Open

Friday December 10, 1999   THE FUTURE (CONTINUED)

7:00-8:00 a.m.	Continental Breakfast
8:00-10:00 a.m.	Knowledge Management Fundamentals for Librarians.
10:00-10:15 a.m.	BREAK
10:15-11:15 a.m.	Congressional Views on Military Libraries (Speaker: **Congressman Norman Sisisky**)
11:15-11:30 a.m.	Closing Activities
11:30 a.m.-Onward	Continued meetings of the Air Force Steering Committee and the Army Developmental Assignments Rating Panel

Updated: November 29, 1999

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SPEAKER BIOGRAPHIES
Military Librarians Workshop
Williamsburg, VA
7-9 December 1999

DAVID A. APPLER

As Director for the Scientific and Technical Information Policy Office in the Department of Defense, developed the DoD's policies for the management of its scientific and technical information. This includes policies for the acquisition, documentation, presentation, marking, and access to DoD technical information.

In support of the senior DoD staff, developed the general policy framework for this program area in DoD, coordinated the program with other program staff in the Office of the Secretary of Defense, the Military Departments, and the Defense Agencies. In addition, acted as a liaison with the other Federal Agencies and non-Federal Agencies and non-Federal entities to promote the objectives of the program.

ELIZABETH L. BROWN

Elizabeth Brown is currently a Librarian/Computer Specialist (Automated Reference Services Librarian), National Digital Library Program, Library of Congress, Washington, DC.

Elizabeth Brown joined the Library of Congress staff in January, 1996, as an Automated Reference Services Librarian for the National Digital Library Program. Ms. Brown works with various reference and automation issues within the program including fielding questions from users of the American memory website. She has also been a contributor to the Learning Page, an educational outreach website associated with the American Memory historical collections.

Ms. Brown has eighteen years' experience working in a variety of libraries in the private and public sectors. This experience includes both public services and technical services work in large libraries and in one and two person libraries (three of them at NASA). Her duties have included providing reference and interlibrary loan services, designing and managing databases, and providing technology training--including training others to use Internet resources. She has been an Internet user for ten years.

Ms. Brown earned her bachelor's degree in Mass Communications from Virginia Commonwealth University and her MLS from the University of Maryland, College Park.

COLONEL BERNARD M. CHACHULA

Colonel Bernard M. Chachula is the Director of Acquisition Law, HQ Air Force Material Command, Wright-Patterson Air Force Base, Ohio.

Colonel Chachula is a native of central New Jersey. He received a Bachelor of Engineering Degree from the Stevens Institute of Technology, Hoboken, New Jersey, in 1970. He holds a Master of Business Administration Degree from the University of Georgia, Athens, Georgia. He earned his Juris Doctorate Degree from Villanova University, Villanova, Pennsylvania, in 1978, and a Master of Laws (LL.M.) in Government Procurement Law, in 1986, from the National Law Center of the George Washington University, Washington, D.C.

Colonel Chachula served as a mechanical engineer at the Warner Robins Air Logistics Center, from December 1971 through August 1975, where he did failure analysis and redesign, evaluated engineering change proposals, and performed first article evaluations related to the mechanical systems of C-141 and C-130 aircraft, as well as other systems.

Upon graduation from law school, Colonel Chachula served as an Assistant Staff Judge Advocate and later as the Chief of Civil Law at Travis AFB, CA. Later, he served as Staff Judge Advocate at Altus AFB.

Following his study for the Master of Law degree, Colonel Chachula served at Headquarters Air Force Systems Command as a contracts attorney where he acted as a focal point for the Armament Division, the Ballistic Missile Office, as well as being the Foreign Military Sales Legal Advisor. He was the Air Force Systems Command Legal Advisor at multinational conferences aimed at writing the Memorandum of Understanding for the Modular Stand-Off Weapon System (MSOW). He also served as an assistant editor of the Air Force Law Review, Master Contract Lawyer's Edition, published in 1988. He became the Deputy Director of Civil Law and Chief, Contract Law Division at HQ Strategic Air Command in July 1988. He became the Deputy Director of Civil Law and Chief, Contract Law Division at HQ Strategic Air Command in July, 1988, and served in that capacity until August, 1991. While at SAC, he was heavily involved in the Peacekeeper Rail Garrison program as well as major computer upgrades to the SAC Command Center.

As Legal Advisor to the United States Transportation Command (USTRANSCOM), he was lead counsel in drafting the USTRANSCOM charter that gave the Command single manager authority in peace and war; he was also a leader in the formulation of the Single Integrated Procurement System, a key ingredient in harmonizing the acquisition structures of the Command's Army, Navy, and Air Force components.

Colonel Chachula is admitted to practice before the United States Court of Military Appeals and the Supreme Court of the Commonwealth of Pennsylvania. His military decorations include the Defense Superior Service Medal, the Meritorious Service Medal with two Oak Leaf Clusters, and the Air Force Commendation Medal, one Oak Leaf Cluster.

DALE HENRY

Mr. Dale Henry is an author, educator, trainer, and speaker. He has delivered his signature presentations to hundreds of organizations. Some of the subject areas include: "The Drive Attitude: Cruising the road less traveled: the extra mile of customer service"; "Sizzle of Fizzle: A recipe for leadership, southern style"; "The Sixth Sense"; "Laughing for a Change: Looking at our sense of humor during transition"; "Glad to the Bone: Stress is only skin deep, but glad runs all the way to the bone"; and "Skippin' Stones: Making a joyful noise without sounding crazy."

Mr. Henry custom designs professional training programs and in-service sessions to meet specific needs for organizations of all types.

REBECCA SLINGERLAND

Rebecca Slingerland is presently Fleet Library Coordinator, Naval General Library Program, Naval Education and Training Professional Development and Technology Center, Pensacola, FL. She performed in this position for six years.

Previously, she was Librarian at Station Library, Naval Technical Training Center, Corry Station, Pensacola, FL, for twelve years. Prior to that assignment, she was at the Station Library and the Training Film Library, Naval Air Station, Pensacola, FL, for fifteen years.

Ms. Slingerland graduated with a BA in Psychology from the University of West Florida, Pensacola, and an MS in Library and Information Science from Florida State University, Tallahassee, FL.

She is currently Secretary/Treasurer of the Armed Forces Libraries Round Table, member of Federal Librarians Round Table, American Library Association, and Secretary of the Friends of Military Libraries, Pensacola Area.

CONNIE WILEY

Connie Wiley is the Manager of the Joint Warfare Analysis Center's Information Center, and the Manager of the JWAC Digital Library. She joined JWAC's predecessor organization in 1991, as the first librarian. Since then the Information Center has grown from a bookcase and a Dialog account to a library supplying a full range of information services and a staff of six. Her prior DoD experience was attained at the former Air Force Geophysics Laboratory Research Library (1985-1987 and 1988-1991) and at Air Force Wright Aeronautical Laboratory Library (1987-1988).

MILITARY LIBRARIANS WORKSHOP
1999
PHOTO ALBUM

Grand illuminations begin the Williamsburg holiday season and the 43rd Annual Military Librarians Workshop.

Barbara J. Fox displays a door prize at the Christmas Social.

The United States Continental Army Band Woodwind Quartet entertains attendees during the Social.

Attendees at the Social learn about social life and holiday customs in 18th century Williamsburg.

Fran Doyle and Ella Skeeter-Webster present a door prize at the Social.

Military librarians tour the Armed Forces Staff College Library.

Members of the Local Planning Committee are: (left to right) Pat Gross, Alexandra Campbell, James Bradley, Janet Scheitle, Ella Skeeter-Webster, Debra Alexander, and Lou Robinson.

Carol Jacobson and Bonnie Davis receive Sustained Service awards for their extensive contributions to the Military Librarians Division.

Tracy Landfried, MLD Chair-Elect, addresses members at the General Membership meeting.

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MLD Executive Board members for 1999-2000 are (front row) Thomas Rohmiller, Past MLD Chair; George Klim, MLW Chair; Jane Butler, MLD Director; (back row) Wendy Hill, MLD Secretary/Treasurer; Barbara J. Fox, President; and Tracy Landfried, MLD Chair-Elect.

Tanny Franco, MLD List Moderator, gives her annual report on the MLD discussion list during the General Membership meeting.

Dolores Knight, MLD Web Master, delivers a report on the MLD web site.

Jane Butler, MLD Director, delivers remarks during the General Membership meeting.

Layne Huseth of the Naval Postgraduate School Library invites members to the 44th annual Workshop in Monterrey, CA.

Winn Schwartau speaks on Internet security.

Elizabeth Bircher, Publications, addresses the MLD Membership meeting.

1999 MLD Board members and Committee Chairs are, from left: Thomas Rohmiller, George Klim, Jane Butler, Tanny Franco. Back, from left: Ann Cashin, Wendy Hill, Dolores Knight, Barbara J. Fox, Elizabeth Bircher, Tracy Landfried and Ruth Corn.

Janet Scheitle passes the bell to Layne Huseth, representing Dudley Knox Library, Naval Postgraduate School, sponsor of the 2000 MLW.

Erik Jul, OCLC, conducts a session on knowledge management for librarians.